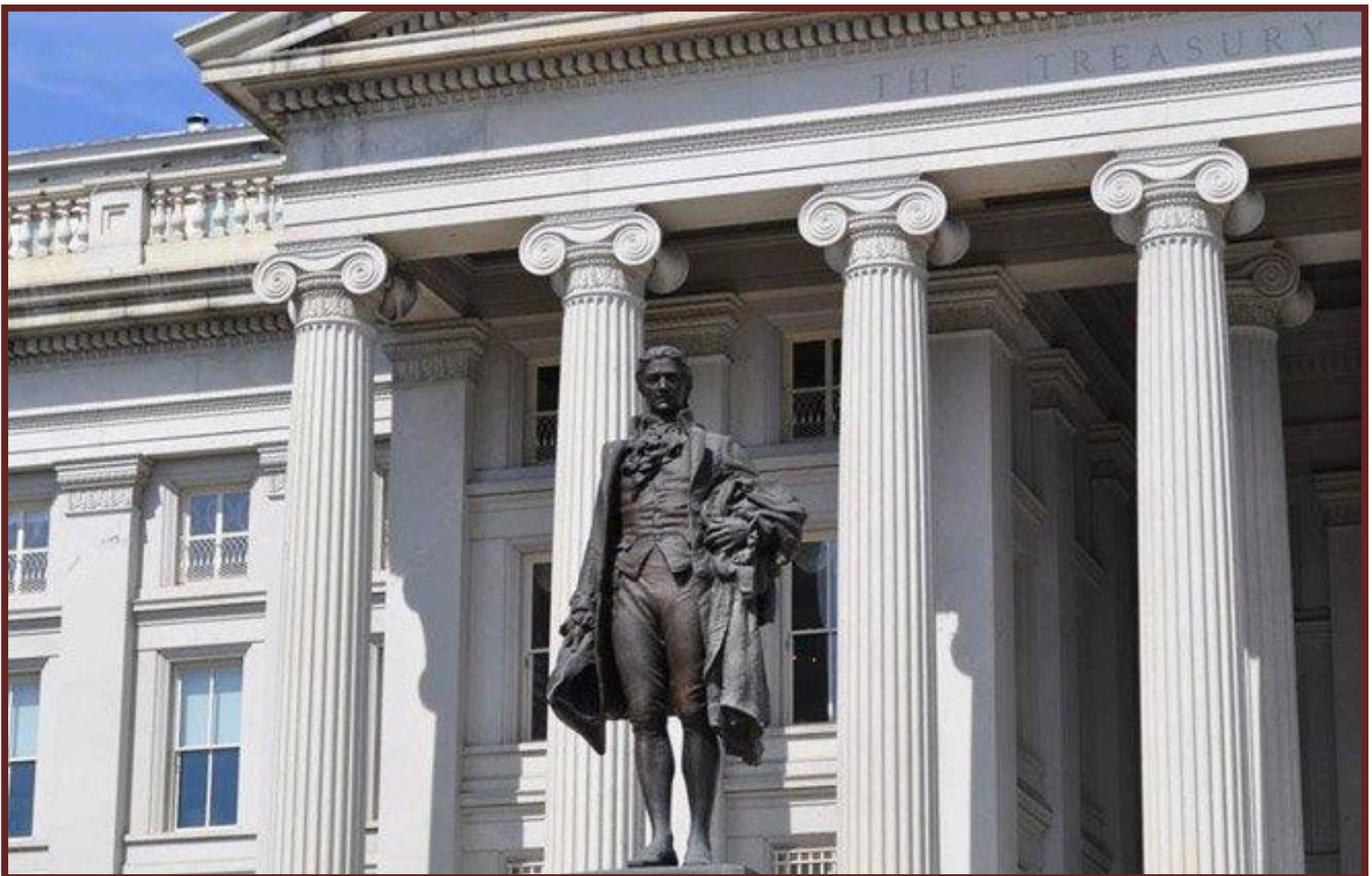


**Department of the Treasury
Annual Report on EEO and Civil
Rights Programs**

FY 2015



UNITED STATES DEPARTMENT OF THE TREASURY
OFFICE OF CIVIL RIGHTS & DIVERSITY



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INTRODUCTION/MISSION

This report covers the period of October 1, 2014, through September 30, 2015, and outlines the Department of the Treasury's equal employment opportunity (EEO) program activities. The report highlights Treasury's accomplishments during Fiscal Year (FY) 2015 in attaining and maintaining a model EEO Program as well as identifying areas of improvement.

The Department of the Treasury's Mission

Throughout its rich history, Treasury's core mission has not changed. With more than 100,000 employees, Treasury continues to be the steward of the U. S. economy – taking in revenue, paying bills, and, when appropriate, borrowing and investing public funds. Is also the leader in safeguarding and growing the nation's economy.

Treasury's critical resources are finances, physical assets, technology, and, most importantly, people. We continue to invest in our people by providing them purpose, motivation, support and a fair and inclusive work environment in which every individual can excel. We also take full advantage of information technology to maximize the use of sharing data to enhance sound decision-making. We maximize opportunities to improve our stewardship in acquiring and using goods and services. Overall, we produce the best value for all our customers and the American people. But to achieve

these objectives requires a concerted commitment on the part of everyone in Treasury to strive for improvements in skills, learning, processes, attitudes and organizational culture.

Organization

The Department of the Treasury is organized into the [Departmental Offices](#), [seven operating bureaus](#), and [three Offices of the Inspectors General](#). The Departmental Offices is primarily responsible for the formulation of policy, while the operating bureaus carry out the specific operations assigned to the Department.

Organizational Reporting Structure

For Management Directive (MD) 715 reporting purposes, Treasury's second level reporting bureaus are:

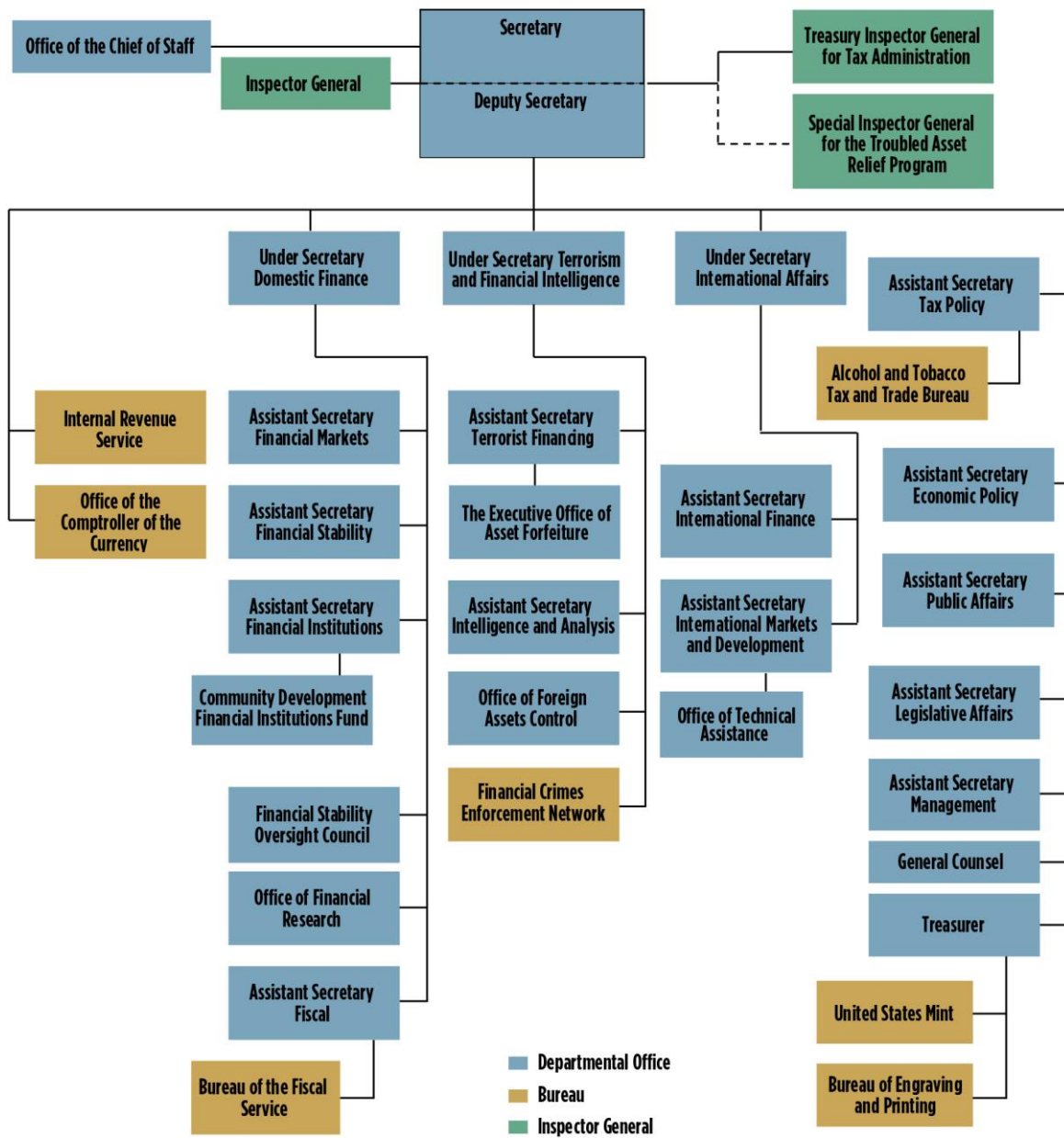
- Bureau of Engraving and Printing (BEP)
- Bureau of Fiscal Service (BFS)
- Departmental Offices (DO)
- Internal Revenue Service (IRS)
- Internal Revenue Service Office of the Chief Counsel (IRS-CC)
- Office of the Comptroller of the Currency (OCC) and
- U.S. Mint

Bureaus employing fewer than 1,000 employees are required to provide their individual MD-715 reports to Treasury's Office of Civil Rights and Diversity (OCRD). These bureaus are Financial Crimes Enforcement Network (FinCEN), the Office of the Inspector General (OIG), Special Inspector General for Troubled Asset Relief Program (SIGTARP), Treasury Inspector General for Tax Administration (TIGTA) and Alcohol and Tobacco Tax and Trade Bureau (TTB).

Each bureau, regardless of its size, has its own distinct reporting structure for its EEO and Human Resource (HR) offices and programs. Therefore, each bureau sets its own policy and procedures regarding the hiring, recruitment and retention of employees within the broad framework of the

Department's Human Capital Strategy. The Office of Civil Rights and Diversity (OCD), part of the Departmental Offices' organizational structure, is primarily responsible for providing guidance and oversight to the bureau EEO offices.

The Department of the Treasury FY 2015 Organizational Chart



The Office of Civil Rights and Diversity

OCRD provides leadership, direction and guidance in carrying out the Department of the Treasury's equal employment opportunity, diversity and civil rights responsibilities. OCRD administers the Department-wide equal employment opportunity and diversity (EEO) program by providing policy, oversight and technical guidance to Treasury bureaus, including the Departmental Offices, on affirmative employment, special emphasis program areas, diversity and EEO complaint processing.

OCRD oversees Treasury's external civil rights efforts to ensure non-discrimination in programs operated or funded by the Department of the Treasury. The external civil rights program ensures individuals are not excluded from participation in, denied the benefits of, or otherwise subjected to prohibited discrimination under programs or activities conducted or funded by the Department.

OCRD also oversees the Treasury's EEO complaint processing functions. OCRD manages all stages of the formal complaint process including final agency actions on discrimination complaints filed by Treasury employees and applicants for employment

Challenges

Treasury must remain ever vigilant to ensure that it has the workforce needed to meet its mission, including retention of top talent and the continual development of employees.

Since 2010, the federal government has operated under multiple continuing resolutions instead of regular appropriations. Although the continuing resolutions allow for agencies to continue

operating, they do so in a more restricted manner than under regular appropriations.

Additionally, sequestration, which went into effect in 2013, continues to reduce the availability of resources and creates management challenges for Treasury in achieving its goals.

Nonetheless, Treasury continues to work to ensure we retain our top talent, put succession strategies in place, develop our employees and create an inclusive work environment. This is particularly difficult in the harsh budget and political climate employees continue to face.

The following sections of this report contain an evaluation of Treasury's EEO programs against the six essential elements of an agency EEO program, as established by MD-715, which reflects Treasury's commitment to maintaining a model EEO program.

Essential Element A: Demonstrated Commitment from Treasury Leadership

Secretary Lew was confirmed by the United States Senate on February 27, 2013, to serve as the 76th Secretary of the Treasury. Secretary Lew reaffirmed his commitment to EEO by reissuing his annual EEO policy statement in FY 2016. The EEO policy, along with the Secretary's Diversity policy, expresses the Department's support of diversity, equal employment opportunity and a workplace free of discriminatory harassment.

The EEO policy statement was communicated via email to all Treasury employees. Each of Treasury's bureau heads has committed to the principles of EEO and diversity by either issuing or

reissuing their policy statements in support of EEO and diversity. Each bureau also ensures that its own EEO policy and Treasury's EEO policy are disseminated to all new employees during orientation and are available on the intranet and public internet site if applicable.

Each bureau also ensures all newly promoted managers and supervisors receive copies of both the bureau and Treasury EEO policies as a reminder of their role and responsibility in providing a discrimination and harassment-free work environment.

Treasury's policies, orders and directives on EEO matters can be found on Treasury's public internet site located at: http://www.treasury.gov/about/organization/alstructure/offices/Mgt/Pages/eoo_policy.aspx

Treasury and its bureaus also make written materials available to all employees and applicants, informing them of the variety of EEO programs and administrative and judicial remedial procedures available to them through our internet and intranet sites. OCRD's internet site is located at: <http://www.treasury.gov/about/organization/al-structure/offices/Pages/Office-of-Civil-Rights-and-Diversity.aspx>.

Each Treasury bureau maintains its own performance appraisal form for managers and supervisors. The Department has a standard evaluation form for the Senior Executive Service that all bureaus are required to utilize and the SES performance plan incorporates the required critical element that evaluates SES commitment to Treasury's EEO and diversity policies and principles.

In addition, the Department established standard performance elements for all of the bureau EEO Officers. These

performance standards include an evaluation of the EEO Officer's efforts to build and create a diverse workforce, increase the participation rate of persons with disabilities and create an inclusive work environment.

Treasury's Reasonable Accommodation policy and procedures are easily accessible to all employees and applicants via our internal and external websites. OCRD has posted a copy of its updated policy and procedures to its websites at: http://www.treasury.gov/about/organization/alstructure/offices/Mgt/Pages/eoo_policy.aspx

Essential Element B: Integration of EEO into the Strategic Mission

The Secretary has delegated authority over all EEO matters to the Assistant Secretary for Management (ASM) through Treasury Order 102-02 located at: <http://www.treasury.gov/about/role-of-treasury/orders-directives/Pages/to102-02.aspx>.

The ASM, who reports directly to the Secretary and Deputy Secretary, is kept abreast of EEO matters through meetings with the Director of OCRD. The Director of the OCRD, who reports directly to the ASM, provides the day-to-day management of the Equal Employment Opportunity, Civil Rights and Diversity programs in Treasury, and has direct access to the ASM to provide him with critical information regarding these programs. In addition, the Director of OCRD has regular weekly meetings with the ASM on the status of EEO programs.

Department of the Treasury Strategic Plan

Through Treasury's Strategic Plan for Fiscal Years 2014 - 2017, the Department continues to prioritize the importance of building and maintaining a high-performing and diverse workforce. Achieving these objectives will demand a concerted commitment on the part of everyone in Treasury to continuous improvement in skills, learning, processes, attitudes and organizational culture. Goal five of the Department's Strategic Plan outlines four objectives to help the department meet its plan.

- Objective 5.1: Increase workforce engagement, performance, and diversity by instilling excellence, innovation and inclusion in Treasury's organizational culture and business practices.
- Objective 5.2: Support effective, data driven decision-making and encourage transparency through intelligent gathering, analysis, sharing, use and dissemination of information.
- Objective 5.3: Promote efficient use of resources through shared services, strategic sourcing, streamlined business processes and accountability.
- Objective 5.4: Create a culture of service through relentless pursuit of customer value.

Department of the Treasury Human Capital Strategic Plan

To support the Department in meeting its strategic goals as set forth in the Treasury Strategic Plan for Fiscal Years 2014-2017, the Treasury Human Capital Advisory

Council (HCAC) developed the FY 2014-2017 Treasury Human Capital Strategic Plan (HCSP). The current Treasury HCSP builds upon the accomplishments and lessons of the FY 2008-2013 HCSP. Like its predecessor, the FY 2014-2017 HCSP addresses future workforce demands and challenges and establishes specific human capital management strategies, objectives, indicators, and initiatives to meet them. While the Treasury Strategic Plan outlines the agency-wide goals and measures for fulfilling the Department's operational mission, the HCSP specifically focuses on five human capital strategic goals.

- Improve Effectiveness, Efficiency, and Customer Interaction in the delivery of human capital services.
- Increase Workforce Engagement: Enable employees to work more effectively toward organizational goals.
- Increase Workforce Performance: Develop leaders and managers who improve organizational performance by positively motivating and engaging people to meet and exceed goals.
- Increase Workforce Diversity: Build and sustain an inclusive environment in which all people are treated fairly and have opportunities to excel.
- Pursue Continuous Improvement: Create a 21st Century approach to human capital management in government.

Department of the Treasury Strategic Diversity and Inclusion Plan

U.S. demographics are continuously shifting with the Treasury serving a more diverse population than ever before. For the Department to effectively meet Treasury's challenges, the workforce must

reflect the rich diversity and varied viewpoints of the American people. This necessitates the creation of an inclusive work environment that welcomes and supports employees from all backgrounds, a goal that can help promote job satisfaction, improved organizational performance and better achieve our mission.

To that end, Treasury issued its first Department-wide Strategic Diversity and Inclusion Plan on March 21, 2012. A core team of representatives from Human Resources, Diversity and EEO communities from the Department and the bureaus worked together to develop the Department's diversity vision, mission and strategic priorities and corresponding goals. The plan continues to provide a shared direction, encourages commitment and accountability and creates alignment for all of the components in the Department.

The Strategic Diversity and Inclusion Plan focuses on three key areas: establishment of a shared vision, shared values and practices among agency leadership; active recruitment and development of a diverse workforce; and building a culture of commitment to diversity and inclusion.

As part of OPM's oversight over agency Diversity and Inclusion programs, a Diversity and Inclusion – IQ Index was developed. The IQ Index provides agencies with a metric for evaluating the effectiveness of their Diversity and Inclusion Plans. The Diversity and Inclusion IQ Index focuses on five categories using questions from the Employee Viewpoint Survey (EVS) responses: Fair, Open-minded, Cooperative, Supportive and Empowerment (FOCSE).

In FY 2015 Treasury received an overall Diversity and Inclusion score of 60 percent, above the government-wide average of 57 percent. In FY 2016, Treasury and its bureaus will continue to focus efforts to improve employee satisfaction within the areas covered by the New IQ Index.

In conjunction the development of the Department's Strategic Diversity and Inclusion Plan, each of the Department's bureaus developed an implementation plan. Throughout FY 2015, OCRD met with bureau EEO and Human Resource Officers to review the bureau's implementation plan and evaluate its progress/results.

Additionally, to facilitate more focused attention to the Treasury's Diversity and Inclusion Program area, OCRD was successful in establishing a Diversity and Inclusion Program Management position in FY 2016. A selection was made and the newly hired Diversity and Inclusion Manager was on boarded and began working in October 2015.

In FY 2015, the Director of OCRD continued to participate in the bi-monthly meetings of Treasury's Human Capital Advisory Council (HCAC), which consists of bureau EEO, HR, and Training officers.

As a testament to the Department's efforts to create and maintain a diverse workforce, Treasury was recognized as a leader in promoting equal employment opportunity and diversity on the FY 2015 Best of the Best lists of Top Government & Law Enforcement Agencies by Hispanic Network Magazine, Black EOE Journal and the U.S. Veterans Magazine.

Treasury Executive Institute Coaching – Putting You First for Excellence

The Treasury Executive Institute (TEI) offers individual coaching services for a six-month period. All TEI coaches have completed, or are in the process of completing, certification through the International Coaching Federation (ICF).

Coaching can be conducted face-to-face or virtually and is an excellent way to: review 360 feedback results; achieve professional goals and go to the next step; solve individual leadership challenges; excel in self-awareness and self-management; gain clarity in decision making and purpose; and/or develop leadership attributes and behaviors of empathy, self-disclosure, active listening, and giving and receiving feedback.

TEI provides coaching in different formats:

- **One-on-One Coaching** - This offering can be conducted face-to-face or virtually.
- **Peer Cohorts** - This offering is an excellent strategy for building leadership skills, collaboration, learning, and effective use of questions in a group setting.
- **Continuing Coach Education Series** - This session focuses on building coaching skills. The programs are specific one-day workshops offered by marketplace leaders and available to all TEI cadre coaches.
- **Coaching Skills for Managers Workshops** - Coaching is a powerful tool for any manager seeking to develop others in a learning organization and to maximize employee performance and engagement.

- **Coach Training** - In exchange for the coach training, each individual agrees to serve on TEI's internal coaching cadre and provide approximately 10 hours per month of pro-bono coaching to employees in TEI participating agencies and bureaus for 24 months after beginning the coaching program. TEI manages the matching of the coaches and clients. This program is open to GS-14's (and equivalents) and above.

In FY 2015, TEI had 72 certified and active coaches on hand who conducted 338 coaching sessions.

Internship Programs

In past years, internship programs have played a significant role in ensuring that a diverse pipeline of talent is available to fill mission critical occupations being vacated by an aging workforce.

Throughout FY 2015 Treasury and its bureaus have continued to establish and maintain partnerships with existing external internship programs that attract highly qualified, educated and diverse students. Internship programs such as the Pathways Program, Hispanic Association of Colleges and Universities' (HACU) Hispanic Serving Institutes National Internship Program (HSINIP), the International Leadership Foundation (ILF), INROADS, Operation Warfighter, the Washington Internship Program for Native Students (WINS), the Workforce Recruitment Program (WRP) and the Washington Center, continue to provide Treasury and its bureaus an avenue to identify and expand the pool of potential candidates to

fill mission critical vacancies and to grow new talent.

However, with the current budget constraints many of the Treasury bureaus have been faced with over the last few years, funding for internship opportunities has become very limited. While the Department and its bureaus continue to fund internship opportunities when possible, this year the bureaus' use of these programs was on a limited scale in comparison with past years.

Hispanic Serving Institutions National Internship Program (HSINIP)

As a way to develop a pipeline of Hispanic employees, Treasury has maintained its partnership with HACU's Hispanic Serving Institutions National Internship Program (HSINIP). Viewed as a cornerstone of diversity recruitment, the HSINIP aims to increase employment opportunities for Hispanic students throughout the federal government.

During FY 2015, Treasury placed 11 (spring, summer and fall) HACU interns. The HACU interns were sponsored by the BFS, OCC, IRS and Mint.

International Leadership Foundation (ILF)

Since FY05, Treasury has partnered with the International Leadership Foundation (ILF) to provide Asian American Students exposure to public service. The ILF is a non-profit organization which gives scholarships to Asian American college students and places them in public service internships to help prepare them to become tomorrow's leaders.

During FY 2015, Treasury placed four ILF students sponsored by BFS.

Workforce Recruitment Program (WRP)

WRP is a resource to connect public and private sector employers nationwide with highly motivated post-secondary students and recent graduates with disabilities who are eager to prove their abilities in the workforce. Coordinated by the Department of Labor and the Department of Defense, the WRP sends trained recruiters to conduct personal interviews with interested students on college and university campuses annually. From these interviews, a data base is compiled containing information on more than 1,500 college students and recent graduates seeking temporary or permanent jobs.

In FY 2015, FinCEN hired one WRP student.

The Washington Center for Internships (TWC)

The Washington Center for Internships (TWC) is an independent, non-profit organization serving hundreds of colleges and universities in the United States by providing students challenging opportunities to work and learn in Washington, D.C.

During FY 2015, Treasury placed eight TWC interns sponsored by OCC.

INROADS Program

INROADS assists agencies in accessing diverse talent through early identification and continuous leadership development of outstanding students. Through its unique leadership development process, INROADS assists agencies with anticipating business needs and identifying quality diverse employees who can

contribute to meeting agencies' mission needs.

During FY 2015, Treasury placed 10 (spring, summer and fall) INROADS interns. The interns were sponsored by DO and OCC.

Operation Warfighter

Operation Warfighter (OWF) is a temporary assignment/internship program, developed by the Department of Defense, for service members who are convalescing at military treatment facilities (initially in the National Capitol Region but increasingly throughout the United States). The program provides recuperating service members with meaningful activity outside of the hospital environment and offers a formal means of transition back to the military or civilian workforce.

In FY 2015, IRS hosted 10 interns through OWF. Of the 10 OWF interns, three were converted to permanent employees.

Other Internship Programs

In FY 2015, Treasury placed 125 interns through the Pathways Program. The 125 Pathway Program participants were hosted by BEP, BFS, FinCEN, OCC, Mint, DO, TIGTA and IRS-CC. Of the Pathway Program participants, 67 were converted to permanent employees.

Throughout FY 2015, IRS sponsored 41 Veterans through its non-paid work experience program and Student Veteran Internship Program of which four were converted to permanent employees.

In FY 2015, through the DC Summer Youth Employment Program, Treasury provided 116 DC youth between the ages of

14 to 21 with enriching and constructive summer work experiences. The DC youth were hosted by IRS and IRS-CC. Of those 125 interns, IRS was successful in converting 12 to permanent employees.

Mint and IRS each sponsored one intern through the Maryland Institution for Minority Achievement and Urban Education/ University of Maryland Career Awareness through Career Exploration Program.

And finally, OCC sponsored seven interns through its District Financial Internship Program for Entry Level Examiner Program. Of the seven interns, OCC successfully converted three to permanent employees.

Essential Element C: Management and Program Accountability

Treasury continues to provide guidance and assistance to its bureaus on the requirements under MD-715 for establishing and maintaining a model EEO program.

The Department also continued to enhance the EEO community's access to relevant workforce data by providing quarterly workforce data tables as well as conducting quarterly data reviews to enhance the accuracy of Treasury's workforce data.

Throughout FY 2015, OCRD continued to work with Treasury's Enterprise Data Management Program Office to enhance the delivery and usability of Treasury's automated workforce data tables and analysis tools.

Exit Survey Tool and Analysis

Now in its sixth year, Treasury continued the use of its automated Exit Survey tool

deployed in FY 2010. The Exit Survey results are a valuable source for guiding bureau HR and EEO staff as well as managers towards identifying potential barriers in the areas of retention, career advancement, professional development, and provision of reasonable accommodations.

During the reporting period a total of 10,975¹ employees separated from Treasury; 8,810² were permanent employees and 2,165 were temporary. From those separations, 9,300 were voluntary; 8,208 permanent and 1,092 temporary. From the voluntarily separating employees, we received a total of 2,735 (29 percent) responses. Of the 2,735 responses, 98 percent (2,677) were permanent/seasonal employees, of whom 8 percent (223) were persons with disabilities and 19 percent (517) were veterans; 2 percent (58) were temporary employees³.

Whites represent 57 percent of the Department's total permanent workforce as well as 58 percent of the separating permanent/seasonal employees and 68 percent of the respondents who took the Exit Survey. Males represent 38 percent of the Department's total permanent workforce, 36 percent of the separating permanent/seasonal employees and 42 percent of those who completed the Exit Survey.

¹ Data does not include those employees separating from the office of the Special Inspector General for the Troubled Asset Relief Program (35) or the Office of the Inspector General (21).

² Data on the number of voluntary separations was provided by the HR Connect Program Office as of September 30, 2015.

³ No analysis was conducted on the temporary employees because the number of respondents is insufficient for conducting a statistically significant analysis.

We also note that separating permanent/seasonal employees tended to be older; 74 percent of the permanent/seasonal respondents to the Exit Survey reported being 50 years of age or older and 48 percent indicated their length of service was more than 25 years. This is not an unexpected result as the reason most frequently cited for separating permanent/seasonal respondents was retirement (1,748 out of 2,677 or 65 percent). Additionally, 25 percent or 660, identified they were leaving due to a promotion, transfer or accepting a position at another Federal/State Agency, non-profit or private sector organization and 5 percent or 127, identified resigning for other reasons not listed.

A high proportion of departing employees identified their Treasury work experience as positive (81 percent of permanent/seasonal employees). However, a significant percentage (62 percent) of permanent/seasonal employees reported job related stress was not manageable and 39 percent indicated that their workload was not reasonable. Additionally, 59 percent indicated that the morale in their office was not good. Departing permanent/seasonal employees responded favorably overall to most questions related to work experience. However, a significant number of responses from departing permanent/seasonal employees concerned career growth (having the opportunity to participate in decisions (47 percent)) and access to career development opportunities (46 percent)).

During the period of October 1, 2014 through September 30, 2015, 223 permanent/seasonal persons with disabilities (PWD) responded to the Department's Exit Survey. The overall responses from PWD were similar to the

overall permanent/seasonal employee responses in that 41 (90) had more than 25 years of service, 72 percent (160) were age 50 or older, and 42 percent (93) were veterans. The most frequently cited reason for separation of PWD was retirement (136 or 61 percent).

The factor most frequently cited as impacting a PWD's decision to leave was job stress (45 percent). Additional factors frequently cited include office morale (41 percent); access to developmental opportunities (34 percent); existence of arbitrary actions, personal favoritism or coercion for partisan political purposes (32 percent); my supervisor's concern and interest in assisting me to achieve my career goal and my ability to participate in decision-making (30 percent); and, pay level in relation to my job responsibilities and performance (29 percent).

73 percent of the respondents indicated their work experience was generally positive and 68 percent stated they would recommend Treasury as a good place to work. Similarly, compared to responses of separating permanent employees (63 percent), 63 percent of those separating with a disability said they would be interested in returning to work for Treasury.

Additionally, 517 permanent/seasonal veterans responded to the Department's Exit Survey. Overall responses from veterans mirrored the overall permanent/seasonal employee responses in that, 38 percent (194) had more than 25 years of service, and 75 percent (386) were age 50 or older.

The most frequently cited reason for separation of veterans was retirement (313 or 61 percent), transferring, promotion or accepting a position in the private sector, another federal agency or Treasury bureau

(158 or 31 percent) and other (6 or 1 percent).

The factor most frequently cited by veterans for their decision to leave was office morale (61 percent). Additional factors frequently cited included pay in relationship to job responsibilities (51 percent), job related stress (58 percent), access to developmental opportunities (50 percent), and ability to participate in decision making (48 percent). 80 percent of the respondents indicated their work experience was generally positive and 80 percent stated they would recommend Treasury as a good place to work. Additionally, 64 percent of the separating veterans said they would be interested in returning to work for Treasury

FY 2015 Employee Viewpoint Survey

The 2015 Federal Employee Viewpoint Survey (FEVS) was administered by the Office of Personnel Management (OPM) between May 5 and June 15, 2015 at 82 agencies. As in 2014, the 2015 survey was a full census, administered to all eligible employees, defined as full- or part-time, permanent, nonpolitical, and non-seasonal employees onboard as of October 2014.

Treasury's 2015 response rate was 61.5 percent with 51,700 out of 84,043 eligible employees responding. As in the previous year, the rate remained significantly higher than the FY 2015 government-wide rate of 49.7 percent.

The FEVS includes a total of 98 questions, of which 71 measure federal employees' perceptions about how effectively agencies manage their workforce; 13 are specific to employees participating in work/life programs; and 14 relate to demographic information.

OPM considers items with a positive rating of 65 percent or more as an organizational strength and 35 percent or less as a weakness.

One of the core ways Treasury gauges survey results about employee perceptions and engagement is to look at the overall satisfaction index. In FY 2015, overall satisfaction government-wide increased slightly to 61 percent compared to 60 percent in FY 2014. However, the overall satisfaction at Treasury decreased slightly from 62 percent in 2014 to 60 percent in FY 2015.

Additionally, OPM considers a variation of five percentage points between current responses and past responses to be notable. Compared to Treasury's FY 2014 results, no survey questions increased or decreased by 5 points or more. In fact, Treasury was able to maintain positive results on all but two of the questions receiving ratings of 65 percent positive or more. Treasury employees responses indicated that they continue to remain committed to the mission, are willing to give extra to get the job done and are proud of the quality of their work. Treasury employees also had positive responses to questions regarding their immediate supervisors.

However, employees provided high negative responses in the areas of pay, resources and empowerment demonstrating opportunities for Treasury to improve.

Moving Forward: FEVS Engagement Plans

Based on the 2015 results, management will work with bureaus through quarterly performance reviews with the Deputy

Secretary and other venues to identify high-interest items, common barriers, promising initiatives, and goals to improve bureau-specific results. This year's focus will be aligning engagement programs with the President's Management Agenda "Leading People" Cross-Agency Priority Goal.

Each of Treasury's bureaus has an ongoing Engagement Action Plan, which is continuously reviewed and updated. Additionally, HRStat reviews chaired by the Chief Human Capital Officer (CHCO) will track bureaus' progress in implementing their Engagement Action Plans and provide a forum for bureaus to share their challenges and best practices and to collaborate on solutions. The CHCO has established an Annual Engagement Action Cycle for the Department. As part of these reviews, Bureau heads and deputies will be encouraged to issue guidance for including engagement-related commitments in the performance plans of executives and managers in their organizations.

Partnership for Public Service *Best Places to Work in the Federal Government* Rankings

Designed to help a broad audience of government leaders, employees and job seekers, the *Best Places to Work in the Federal Government* rankings draw on responses from nearly 392,000 civil servants who complete the FEVS to produce a detailed view of employee satisfaction and commitment across 389 federal agencies and subcomponents.

Employee satisfaction and commitment are two necessary ingredients in developing high-performing organizations and attracting top talent. The *Best Places to*

Work rankings are an important tool for ensuring that employee satisfaction is a top priority for managers and leaders. The rankings provide a mechanism to hold leaders accountable for the health of their organizations; serve as an early warning sign for agencies in trouble; offer a roadmap for improvement; and give job seekers insights into how federal employees view their agencies.

The Partnership for Public Service uses data from the Office of Personnel Management's [Federal Employee Viewpoint Survey](#) to rank agencies and their subcomponents according to a *Best Places to Work* index score. Agencies and subcomponents not only are measured on overall employee satisfaction, but are scored in 10 workplace categories, such as effective leadership, employee skills/mission match, pay, teamwork and work/life balance.

In FY 2014⁴, the Department was ranked ninth among the top ten best places to work in the Partnership for Public Service's annual *Best Places to Work* report. The Partnership for Public Service report also identified the top agencies in the categories of effective leadership, employee skills/mission match, pay, strategic management, teamwork, training and development, work/life balance, support for diversity, performance-based rewards and advancement and alternative work and employee support programs. Treasury ranked among the top ten agencies in six of the ten categories: effective leadership (6th), teamwork (4th), support for diversity (7th), performance-based rewards and advancement (6th), work/life balance (9th) and Strategic Management (10th).

The effective leadership category has four sub categories: empowerment, fairness, senior leaders and supervisors. Treasury ranked among the top five agencies in two of the four categories: fairness (4th) and supervisors (4th).

In addition, three of Treasury's bureaus were ranked among the top agency subcomponents: TIGTA (10th), OCC (12th) and TTB (18th).

Essential Element D: Proactive Prevention of Unlawful Discrimination

Special Emphasis Programs

Special Emphasis Programs (SEPs) provide a framework for incorporating EEO principles of fairness and equal opportunity into the fabric of the Department, across the employment spectrum. Established throughout the Department, the three federally mandated SEPs -- the Hispanic Employment Program, the Federal Women's Program and the Persons with Disabilities Program -- reflect the Department's commitment to equal opportunity, dignity, and respect. At their discretion, individual bureaus have also established other SEPs such as African-American, Asian American/Pacific Islander, American Indian/Alaska Native employment programs and Lesbian Bisexual Gay and Transgender employment programs.

SEP Managers and Coordinators serve as resource persons or advisors on the unique concerns of the particular constituent group and support the internship programs and other partnerships discussed previously.

Treasury-wide Diversity Training Events

In FY 2015, Treasury's Executive Institute (TEI) established a curriculum and hosted a

⁴ FY 2014 is the most recent Best Places to Work information available at the time this report was prepared.

variety of training sessions for Treasury employees and managers geared towards enhancing knowledge of diversity and inclusion with additional emphasis on leveraging diversity through leadership development and conflict management. These sessions included the following seminars:

- Increasing Engagement
- Another Look at Employee Engagement – Benchmarking Your Bureau Results
- Leadership Communication that Drives Employee Performance
- Art of Leadership
- Leading People the Robert Greenleaf Way
- The Genius of Opposites: How Introverts and Extroverts Achieve Extraordinary Results Together
- Future Chat 2035 – What will we need to do to engage the workforce of 2035
- Three Signs of a Miserable Job
- Leadership Communication that Drives Employee Performance
- World Class Performance
- Communications Derailed
- Influence, Authority and How to do One Without the Other
- Developing an Empowering Culture in Organizations: Outreach Empowerment Diversity
- Suspending Judgement: A Key to Being Culturally Competent
- Engaging Employees - Cultivating Your Organizational Culture

Treasury Senior Executive Service Career Development Program

In FY 2015, the Department's Office of Executive and Human Capital Services announced the launch of Treasury's Senior Executive Service Candidate Development Program (SES CDP).

Treasury's SES CDP offers the opportunity for exceptionally talented and well qualified individuals to receive structured professional development and gain valuable executive experience. Participants in the program engage in developmental assignments and formal training activities to enhance their executive competencies and to increase their awareness of public policy, programs, and issues.

The program promotes the development of a Government-wide, as well as an agency-wide, corporate SES culture through exposure to ideas and concepts across government. Candidates examine best practices of other federal and state agencies, as well as those of the private sector to develop tools and insights to improve business results, customer service and employee satisfaction.

The Treasury-wide SES CDP began its first session in July 2015. The Department announced openings for the SES CDP to all sources for 14 calendar days. Each participating bureau was responsible for posting their own recruitment actions and setting up its own panel to conduct the initial qualifications review. Once the bureau made its selections, the recommended candidates' applications were forwarded to the central Executive Resource Board panel composed of executives from participating bureaus who made the final selections based on Treasury's OPM approved policy. To be minimally qualified to apply/participate in the Treasury-wide SESCDP applicants were required to have at least one year of specialized experience equivalent to the GS-15 level.

For the first Treasury SES CDP session, five of Treasury's bureaus participated and submitted 15 candidates who successfully qualified to participate in the session. Of

the 15 selectees, eight (50 percent) were females and eight (50 percent) were males. Additionally, of the 15 participants, nine (60 percent) were White, four (27 percent) were Black, one (7 percent) was Asian and one (7 percent) was Two or More Races.

Alternative Dispute Prevention (ADR)

Conflict that results in formal disputes is costly and disruptive to the workforce. Therefore, the Department continues to devote significant resources to resolving conflict through dispute prevention and through alternative dispute resolution (ADR) methods.

As with previous years, the Department designated June as Treasury's Dispute Prevention month – a time to focus our efforts on minimizing workplace conflicts that can undermine productivity. As part of our culture of valuing respect, individual differences, and enhanced communication with employees, setting aside time to actively think about ways to deal with organizational conflict makes good business sense. To support this year's activities, OCRD provided employees and managers with an interactive training titled, *Toxic Communication in the Workplace*, which identified types of toxic behaviors and provided strategies on how to navigate them in the workplace.

In FY 2015, 95 percent of EEO counseling contacts were offered ADR, and 56 percent of those offered ADR participated in ADR at the informal level.

ADR Offered to Complainants (Informal) FY 2015

Total Counseling	721
Total ADR Offered	683
Total Accepted	404
Offer Rate	95%
Acceptance Rate	56%

In the formal complaint process, during FY 2015, the Department achieved a 76 percent ADR offer rate and 13 percent of complainants offered ADR participated in FY 2014.

ADR Offered to Complainants (Formal) FY 2015

Formal Complaints	312
Total ADR Offered	253
Total Accepted	39
Offer Rate	81%
Acceptance Rate	13%

Shared Neutrals Program

Through the Treasury Shared Neutrals (TSN) Program, Treasury maintains a nationwide cadre of certified and highly trained neutrals (also known as mediators). TSN mediators are employees from various organizations trained in the art of mediation who voluntarily serve on a collateral-duty basis. Their objective is to assist bureaus in resolving all types of workplace disputes at the earliest stages of the conflict and to provide a resolution through mediation, facilitation, and coaching.

Beginning in FY 2014 and throughout FY 2015, the Treasury Shared Neutral (TSN) program administration functions were managed by the Bureau of Fiscal Service (BFS), Equal Employment Opportunity Division (EEOOD).

During FY 2015, TSN completed a total of 252 mediations. Of these 252 mediations, TSN mediators successfully resolved 133 (53 percent) disputes.

In an effort to preserve the record of quality service, the TSN program made certain every member of the cadre completed the re-certification process, to ensure experience and training requirements for TSN mediators were met. From this process, 48 mediators certified for the 2015 – 2016 TSN cycle. Additionally to increase the cadre, the Department sponsored a Basic/Advance Mediation training (required of all new TSN mediators) that allowed 21 Treasury employees the opportunity to begin their journey to become certified TSN mediators. The Federal Mediation and Conciliation Service facilitated the training for new mediators and each bureau was encouraged to recommend a training participant.

Beginning in FY 2016, the TSN administration function will be transferred to the Internal Revenue for the next two years.

Essential Element E: Efficiency

Treasury has sufficient staffing, funding and authority to comply with the time frames established in EEOC regulations (29 CFR §1614) for processing EEO complaints of employment discrimination. Treasury promotes and utilizes an efficient and fair dispute resolution process and has a system in place for evaluating the impact and effectiveness of the Department's EEO complaint processing program. Treasury's complaint management system, I-Trak, continues to provide greater Department-wide tracking and case management capabilities for both the formal and informal complaint process.

Discrimination Complaints

In the area of discrimination complaints, OCRD is responsible for providing authoritative advice to bureau EEO staff and for processing all administrative EEO complaints based on race, color, national origin, religion, sex (including sexual orientation, gender identification and pregnancy), age, disability, protected genetic information, or reprisal as well as parental status. OCRD also develops complaint policies and procedures and produces high quality final agency decisions. In addition, OCRD oversees the Department's appeal process, tracks all appeal decisions, and monitors compliance with decisions issued by the EEOC. In August 2015, the Treasury Complaint Center, which was a component of IRS and was responsible for the processing of formal complaints, closed and OCRD wholly assumed the role of accepting, dismissing and investigating all formal administrative complaints filed.

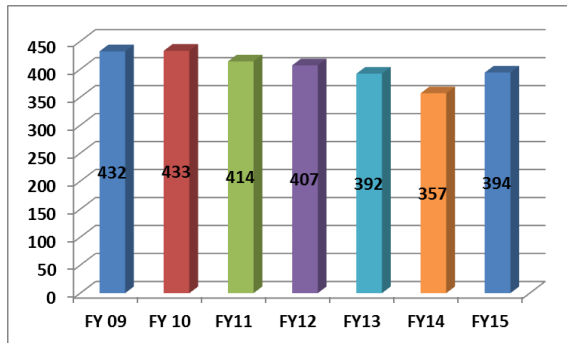
Discrimination complaints may be accepted on the basis of race, color, national origin, religion, sex, age, disability, protected genetic information, or reprisal. Additionally, all sexual orientation claims under Title VII procedures are accepted as claims of sex based discrimination.

The Department also has special procedures for handling complaints on the basis of parental status. This basis was added in response to a Presidential Executive Orders.

Complaint Activity

Treasury timely submitted the EEOC 462 Report in October 2015. The 462 Report is an annual assessment of the agency's formal and informal complaints, and of avenues used to resolve issues prior to and during the complaint process.

During FY 2015, the number of EEO complaints filed by Treasury employees and applicants (394) increased by 10 percent from the number of complaints filed in FY 2014 (357).



* Prior to FY 2010, protected genetic information complaints were processed under the Department's modified procedures. Since the passing of the Genetic Information Non-Discrimination Act (GINA) in November 2009, these complaints have been processed as EEO complaints in the statutory complaint process.

At the close of FY 2014, Treasury had 591 complaints pending that were carried over to FY 2015. During FY 2015, 394 complaints were filed, six cases were remanded back to the agency by the EEOC and Treasury closed 312 complaints.

In FY 2015, the Department timely completed 96 percent of EEO counselings, a slight decrease of 1 percent from 97 percent in FY 2014.

By the end of FY 2015, agency personnel completed 307 investigations. There were 143 investigations (47 percent) completed within 180 days, 154 (50 percent) completed between 181-360 days and 10 (3 percent) investigations were completed in 361 or more days. Because time frames are extended under certain situations, 79 percent of all investigations were timely completed, a significant increase from 66 percent in FY 2014.

In FY 2015, Treasury issued 162 final agency decisions in cases where a hearing was not requested. Of these decisions, 107

were merit decisions and 55 were procedural dismissals. In FY 2015, there were four findings of discrimination.

Overall in FY 2015, Treasury processed 107 merit decisions within an average of 48 processing days, which is well below the 60 processing days mandated by EEOC. Seventy-five percent (80) of those merit decisions were timely issued within 60 days of receipt of the decision request, a decrease from the 89 percent (109) that were timely issued in FY 2014.

Treasury issued 47 final agency actions in cases with an administrative judge's decision (i.e., cases where a hearing was requested); none involved a finding of discrimination.

At the end of FY 2015, Treasury had 681 complaints pending. Pending complaints can be at the acknowledgement, investigation, hearing or final agency decision stages.

At the end of FY 2015, 26 percent of pending complaints were at the investigation stage. Sixty-one percent were pending a hearing before an EEOC Administrative Judge⁵. A total of 62 (9 percent) of the complaints remained pending in the final agency decision/action phase with the remaining 24 (4 percent) pending decision to accept/dismiss.

At Treasury, the most frequently cited bases for complaints are age, reprisal and disability, and the most frequently cited issues are harassment (non-sexual), terms and conditions of employment, and promotion/non-selection.

⁵ Case decisions pending before an EEOC administrative judge are outside the control of the agency.

While the Department consistently strives to improve the efficiency of our complaint processing, we also strive to ensure quality is not sacrificed for speed. To emphasize the quality of products delivered from the Department's complaint processing staff, we note that Treasury continues to have one of the lowest reversal rates for procedural decisions of the 14 cabinet level agencies. In FY 2015⁶, Treasury had the eight remands.

The percentage of Treasury employees who filed formal EEO complaints increased slightly from 0.31 percent of the workforce in FY 2014 (357 complainants) to 0.38 percent in FY 2015 (394 complainants).

Essential Element F: Responsiveness and Legal Compliance

Treasury is in compliance with the law, including EEOC regulations, directives, orders and other instructions. The Department has posted all required No Fear Act information, provided the required training, and consistently filed timely MD-715 and EEOC Form 462 reports as well as other reports required by EEOC and OPM.

External Civil Rights

OCRD ensures the Treasury bureaus are in compliance with the external civil rights laws applicable to their federally conducted and assisted programs. Treasury's nondiscrimination policy provides that individuals have equal opportunity to participate in, and receive benefits from, all programs or activities funded by the

Department. To ensure compliance, OCRD develops policy and guidance, conducts civil rights compliance reviews of Treasury programs, provides oversight and technical assistance, and offers training to the Treasury bureaus. OCRD also processes and investigates complaints from individuals alleging discrimination in Treasury conducted or assisted programs and activities. In addition to its Treasury-wide responsibilities OCRD also manages the external civil rights program for the Departmental Offices.

Programs offering federal financial assistance are defined as programs providing monetary or non-monetary assistance to a recipient to support a public purpose. Federal recipients are entities or organizations that receive federal financial assistance from the federal government. Federal financial assistance includes, but is not limited to, grants and loans of federal funds, donations of federal property, training, details of federal personnel, and any agreement, arrangement or other contract which has as one of its purposes the provision of assistance. A federally conducted program or activity is, in simple terms, anything a federal agency does. Federally conducted programs include, but are not limited to, tax preparation services and tours of Treasury buildings.

OCRD has jurisdiction to process the following complaints:

- Complaints alleging race, color or national origin discrimination in programs or activities receiving Treasury financial assistance may be filed pursuant to Title VI of the Civil Rights Act of 1964.
- Complaints alleging age discrimination in Treasury assisted programs may be filed pursuant to

⁶ FY 2012 is the latest year for which government-wide complaint data is available.

the Age Discrimination Act of 1975.

- Complaints alleging sex discrimination in Treasury assisted educational programs may be filed pursuant to Title IX of the Education Amendments of 1972.
- Complaints alleging disability discrimination in programs or activities receiving financial assistance from, or conducted by the Department, may be filed pursuant to Section 504 of the Rehabilitation Act of 1973.
- Complaints alleging denial of accessibility to electronic and information technology in use by the Department may be filed pursuant to Section 508 of the Rehabilitation Act.

In FY 2015, Treasury received 24 complaints of discrimination or inquiries pertaining to the external civil rights program, compared to 31 complaints and inquiries received during FY 2014. Of the external inquiries or complaints received during FY 2015, seven were determined to fall under the jurisdiction of the Department and were accepted for investigation. There were no findings of discrimination during FY 2015. The remaining 17 complaints or inquiries were processed and are now closed.

During FY 2015, OCRD continued the work of ensuring that Treasury regulations and policies were in place. The Department published two Notice of Proposed Rulemaking (NPRM) for rules implementing Title VI of the Civil Rights Act of 1964 and the Age Discrimination Act of 1975. The external clearance for the draft regulations implementing Section 504 of the Rehabilitation Act of 1973, to Treasury's assisted programs continued and

Treasury received comments from the Department of Justice (DOJ). OCRD continued to lead the Treasury Title VI Implementation Working Group and the group continues to bring together Treasury's assisted program offices to discuss future implementation of Treasury's Title VI, Age Act, and Section 504 regulations. The Department published its updated Language Access Plan under Executive Order 13166 in the OCRD public facing website.

OCRD continued to provide technical assistance to the bureaus including the IRS Civil Rights Division (CRD). This year, OCRD conducted a compliance review of Taxpayer Assistance Centers (TACs) located in the Midwest. OCRD and IRS CRD staff visited 13 TACs located in KY, IN and MN. OCRD also continued to identify and work with program offices that come in contact with the public to ensure compliance. Most recently, OCRD has engaged with Treasury's General Law Ethics & Regulations (GLER), Treasury Executive Office for Asset Forfeiture (TEOAF), and the DOJ Civil Rights Division to draft a memorandum of understanding about Treasury's asset forfeiture program.

OCRD also took the lead in completing the work to meet Treasury's goals under the White House Initiative on Asian American and Pacific Islanders (WHIAAPI).

Agency/Bureau State of the Agency MD-715 Briefings

During FY 2015, the Department conducted its FY 2014 State of the Agency Briefing with senior leadership in January 2015.



Prior to submission of Treasury's FY 2015 MD-715 report, OCRD will brief senior leadership on the Department's status in maintaining a model EEO Program during FY 2015.

The Department also continued to hold its one-on-one briefings with each of its bureaus in an effort to improve the mutual understanding of bureau program deficiencies and workforce triggers/barriers. As previously noted, each bureau, regardless of its size, has its own distinct reporting structure for its EEO and HR and establishes its own policy and procedures regarding the hiring, recruitment and retention of employees. Therefore, the required barrier analysis must be completed at the bureau level.

These briefings provide a forum for OCRD and bureau EEO staffs to dialogue about possible internal and external factors that may be contributing to triggers/barriers, recommend the direction of the bureau barrier analysis and identify corporate strategies that may assist bureaus in determining if workplace barriers exist.

OCRD also provided each bureau an assessment of its FY 2014 MD-715 report, acknowledging accomplishments and noting areas for improvement.

Additionally, for the FY 2015 MD-715 reporting period, OCRD issued a memorandum which required each bureau to select a primary area of focus and complete and report on at least one barrier analysis. If a barrier is found, the bureaus are required to prepare a PART I and establish plans to eliminate the identified barriers during FY 2016. If no barrier existed, then the bureaus are required to submit both a PART I with the required

analysis that proved no barriers exists and include a summary of the information in its MD-715 Executive Summary. OCRD will be reviewing bureau reports on barrier analysis and will provide feedback to the bureaus and a summary of actions in next year's report.

Workforce Demographics

The MD-715 report contains trend analysis of Treasury's workforce demographics over the period of FY 2005 to FY 2015⁷. The two groups whose participation rates have been of the most concern have been Hispanics and individuals with targeted disabilities.

For a cabinet level agency the size of Treasury, it is impractical to expect any demographic data to change by more than a percent in a single fiscal year. Indeed, such data typically varies only by tenths of a percent from one year to the next. However, as a result of the bureaus' established recruitment and outreach plans to increase diversity in those areas with lower than expected participation rates (see bureau MD-715 Reports for analysis and PART I's associated with bureau specific triggers/ barrier analysis), Treasury has noted significant progress in increasing the participation rates for Hispanics and maintaining its participation rate for individuals with targeted disabilities.

⁷ During FY 2003, several former Treasury components were placed within the Department of Homeland Security and the Department of Justice. These Treasury components included the U.S. Secret Service, U.S. Customs Service, and Federal Law Enforcement Training Center, which were incorporated into the new Department of Homeland Security, as well as the Bureau of Alcohol, Tobacco and Firearms, which was transferred to the Department of Justice. These changes continued to impact the Department throughout FY 2004, thus data from FY 2005 is the beginning point used for any trend analysis of Treasury's workforce.

According to EEOC's FY 2012⁸ Annual Report Part 1, the Department continued to maintain one of the highest participation rates of individuals with targeted disabilities among cabinet level agencies. And of significant note, in FY 2015, the Department exceeded the goal that 10 percent of all new permanent hires be persons with disabilities (PWD) (11.42 percent). Moreover, 1.51% of hires were persons with targeted disabilities (PWTD).

Participation Rates in the Permanent Workforce

As of the close of FY 2014, Treasury had 99,251 permanent employees⁹, a decrease of 5,800 (-5.52 percent net change) employees from FY 2014. This decrease is primarily due to reduced budgets which limited hiring opportunities for many of Treasury's bureaus in FY 2015.

When examining workforce demographics, comparisons are made to the 2010 Civilian Labor Force (CLF)¹⁰ availability rates. However, with the release of the 2010 Census data tool¹¹ at the end of FY 2013, Treasury and its bureaus established a more realistic benchmark comparator based on the overall occupational composition of Treasury's total workforce. Treasury identified all the occupations within the Department's workforce, pulled the relevant occupational CLF's, identified

availability rates for each occupation to determine the proper weight each occupation should be given in order to determine the overall Relevant CLF (RCLF) to compare to the Department workforce. The weighting of the actual availability rate of each occupation in the labor force is the most critical part of determining the appropriate bench mark. For example secretaries comprise approximately 0.56 percent of the civilian workforce but the RCLF availability rate for secretaries are 96.1 percent women. If not properly weighted based on the 0.56 percent availability rate in the workforce, it could give a very misleading comparator as to what the representation of women could be. As a result, Treasury now has a more realistic comparator for availability rates by ethnicity race indicator (ERI) and gender based solely on those occupations employed at the Department. When compared to the National CLF availability rates, the FY 2015 RCLF comparator shows the following by ERI and gender:

- Men 33.76 percent RCLF vs. 51.86 percent CLF
- Women 66.24 percent RCLF vs. 48.14 percent CLF
- Hispanic men 2.65 percent RCLF vs. 5.17 percent CLF
- Hispanic women 5.98 percent RCLF vs. 4.79 percent CLF
- White men 25.79 percent RCLF vs. 38.33 percent CLF
- White women 48/92 percent RCLF vs. 34.03 percent CLF
- Black men 2.98 percent RCLF vs. 5.43 percent CLF
- Black women 7.74 percent RCLF vs. 6.53 percent CLF
- Asian men 1.89 percent RCLF vs. 1.97 percent CLF
- Asian women 2.53 percent RCLF vs. 1.93 percent CLF

⁸ FY 2012 is the most current government-wide disability data available.

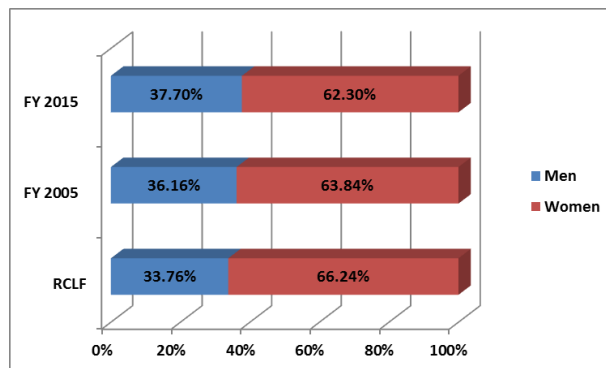
⁹ For purposes of analysis, non-appropriated fund employees are included in the workforce totals as permanent or temporary employees depending on status.

¹⁰ Civilian Labor Force (CLF) data is derived from the 2010 census reflecting persons 16 years of age or older who are employed or are seeking employment and adjusted for citizenship, excluding those in the Armed Services.

¹¹ The 2010 EEO Data tool utilizes data extracted from the 2006 – 2010 American Community Survey.

RCLF Comparison by Gender
FY 2005 and FY 2015

- Native Hawaiian or Other Pacific Islander men 0.03 percent RCLF vs. 0.07 percent CLF
- Native Hawaiian or Other Pacific Islander women 0.09 percent RCLF vs. 0.09 percent CLF
- American Indian/Alaska Native men 0.25 percent RCLF vs. 0.55 percent CLF
- American Indian/Alaska Native women 0.65 percent RCLF vs. 0.53 percent CLF
- Two or More Race men 0.17 percent RCLF vs. 0.26 percent CLF
- Two or More Race Women 0.34 percent RCLF vs. 0.28 percent CLF

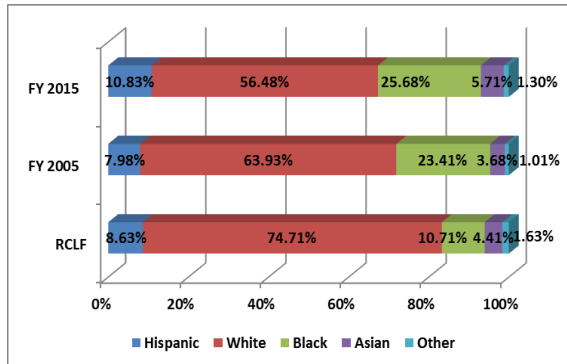


A comparison of FY 2015 participation rates in Treasury's permanent workforce for men and women shows little change from FY 2005. However, based on the new RCLF availability rates, we see that the actual participation rate for women (62.30 percent compared to 66.24 percent RCLF) and men (37.70 percent compared to 33.76 percent RCLF) are very close to their RCLF availability rates. The new RCLF also gives us a better understanding as to why the participation rate for women at the Department is significantly above the CLF availability rate (48.14 percent CLF compared to 66.24 percent RCLF) and the participation rate for men is significantly below the CLF availability rate (51.86 percent CLF compared to 33.76 percent RCLF).

In FY 2005, Treasury's permanent workforce was 63.93 percent White and 36.07 percent non-White. In FY 2015, the participation rate for Whites decreased to 56.48 percent of the workforce and non-Whites increased to 43.52 percent. Thus, Treasury has noted a significant positive trend in the increased participation rate for non-Whites in the overall workforce. In fact, Hispanics (10.83 percent compared to 8.63 percent RCLF), Blacks (25.68 percent compared to 10.71 percent RCLF), Asians (5.71 percent compared to 4.41 percent RCLF) and Native Hawaiian or Other Pacific Islanders (0.17 percent compared to 0.12 percent RCLF) are participating at rates greater than their RCLF availability rates. American Indian/Alaska Natives (0.87 percent compared to 0.90 percent RCLF) are participating at rates very close to their availability rates. Whites (57 percent compared to 74.8 percent) and Two or More Races (0.27 percent compared to 0.51 percent RCLF) are the only groups participating at rates below their RCLF availability rates. When geography is taken into consideration, the greater than expected participation rate for Blacks is largely impacted by the IRS' largest business unit, Wage and Investment (W&I), which makes up 35 percent of the Treasury permanent workforce. W&I Headquarters' is located in Atlanta, GA and has an overall participation rate of 28 percent Blacks; this

participation rate significantly impacts the overall participation rate for Blacks at the Department.

Demographics and RCLF Comparison by ERI FY05 and FY 2015



* Other includes employees who are American Indian Alaska Natives, Native Hawaiian or Other Pacific Islanders and Two or More Races

Distribution in the Grades

In August FY 2015, Treasury received a feedback letter from the EEOC based on the Department and its bureaus' responses to the EEOC's Federal Complement Plan (FCP) Questionnaire and a follow up meeting with EEOC staff members on June 12, 2015. The letter indicated that the department had not identified any triggers involving EEO groups in its SES positions or a barrier analysis in PART I as part of its FY 2014 MD-715 reporting even though its bureaus had indicated triggers for several EEO groups in their responses to the FCP.

As previously reported by OCRD, each of our bureaus, regardless of its size, has its own distinct reporting structure for its EEO and Human Resource (HR) offices and programs. Therefore, each bureau sets its own policy and procedures regarding the hiring, recruitment and retention of employees within the broad framework of

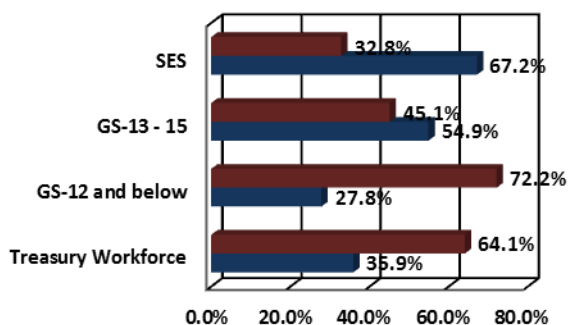
the Department's Human Capital Strategy. Additionally, when Treasury looks at the Treasury-wide data as a whole, the progress noted may not be an accurate reflection of the true progress of each bureau. In fact, the consolidated view of the data may mask where potential barriers may still exist within some of the bureaus.

Therefore, the detailed barrier analysis into possible glass ceilings, blocked pipelines and glass walls must be conducted by each of the bureaus rather than the Treasury Headquarters level. Based on that requirement, OCRD expects the bureaus to complete detailed analysis to determine if any EEO groups are facing a potential glass ceiling, blocked pipeline or glass wall and based on their findings, complete any associated PART I's for submission with their MD-715 reports.

Since each bureau did not receive their feedback letters from EEOC until the start of FY 2016, their analysis and findings will have to be included in the FY 2016 MD-715 reporting period.

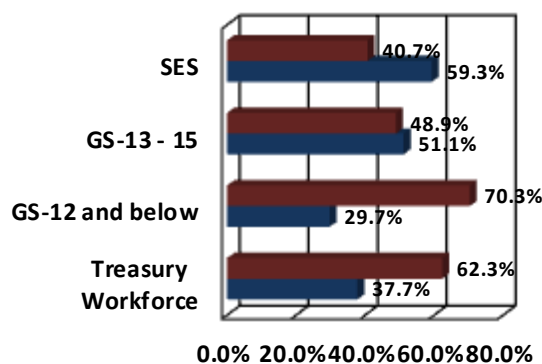
However, the distribution of women and non-Whites in the Treasury has been an area of focus for the Department since FY 2005. OCRD has closely monitoring the distribution of women and non-Whites in the feeder pools (GS 13 – GS 15) that lead to SES and SES positions. Since FY 2005, Treasury has seen a significant increased participation rate for women in the GS-13 through GS-15 grades and in SES positions. At the GS-13 through GS-15 grade level, the participation rate for women increased by 3.8 percent, from 45.1 percent in FY 2005 to 48.9 percent in FY 2015. At the SES level, the participation rate for women increased by 8 percent, from 32.8 percent in FY 2005 to 40.7 percent in FY 2014.

FY 2005 Grade Distribution by Gender



	Treasury Workforce	GS-12 and below	GS-13 - 15	SES
Women	64.1%	72.2%	45.1%	32.8%
Men	35.9%	27.8%	54.9%	67.2%

FY 2015 Grade Distribution by Gender

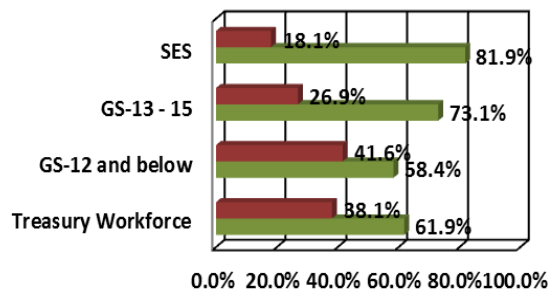


	Treasury Workforce	GS-12 and below	GS-13 - 15	SES
Women	62.3%	70.3%	48.9%	40.7%
Men	37.7%	29.7%	51.1%	59.3%

The Department has also seen an increased participation rate for non-Whites in the higher grades. At the GS-13 through GS-15 grade level, the participation rate for non-Whites increased by 9 percent, from 26.9 percent in FY 2005 to 35.4 percent in FY 2015. At the SES level, the participation rate increased by 3.3 percent, from 18.1 percent in FY 2005 to 21.4 percent in FY 2015.

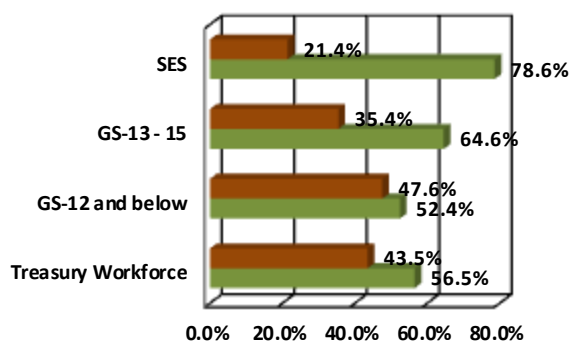
FY 2005 Grade Distribution by

White and Non-White



	Treasury Workforce	GS-12 and below	GS-13 - 15	SES
Non White	38.1%	41.6%	26.9%	18.1%
White	61.9%	58.4%	73.1%	81.9%

FY 2014 Grade Distribution by White and Non-White



	Treasury Workforce	GS-12 and below	GS-13 - 15	SES
Non White	43.5%	47.6%	35.4%	21.4%
White	56.5%	52.4%	64.6%	78.6%

However, OCRD saw the opportunity to conduct a barrier analysis on the Treasury-wide policies that provide overarching guidance for advertising, recruiting and selecting SES candidates to determine if there were potential barriers that affected all the bureaus across Treasury.

While the analysis has not yet been completed, the initial analysis indicates that there may be opportunity for the

establishment of Treasury-wide policies related to ensuring selection panel members have been trained on interviewing techniques as well as unconscious bias, ensuring diversity of selection/interview panels, and ensuring all vacancies announcements are posted through Career Connect to ensure adequate applicant flow data is captured. Additionally, while not required by EEOC at this time, OCRD is work with Monster through our CareerConnector office to provide bureaus with applicant flow data on external applicants as well as internal.

Hispanics at Treasury

The Office of Personnel Management (OPM) released its FY 2014¹² Government-wide Hispanic Employment Data Report to the President on October 21, 2015. This report examines Hispanic permanent representation in the Federal Government as of September 2014. The report states that, at the end of FY 2014, the percentage of Hispanics in the permanent Federal workforce increased from 8.3 percent in FY 2013 to 8.4 percent.

The Department of the Treasury, was among the top 10 agencies with the highest rate of hires for Hispanics in FY 2014 (9.1 percent). However, the Department saw a decrease in the number of permanent Hispanic new hires from FY 2013 (10.9 percent) to FY 2014 (9.1 percent), primarily due to limited hiring at the IRS. The Department of Homeland Security continued to employ the largest percentage of Hispanics, with 21.2 percent of its total workforce identified as Hispanic, followed by the Social Security Administration (15.1 percent), the Equal Employment Opportunity Commission (14.3 percent), and

the Department of the Treasury (9.6 percent)¹³.

The participation rate for Hispanics at the Department overall has been an area of focus in the past, however in FY 2015, the Department's participation rate of Hispanics (10.7 percent) remains above both the CLF (9.9 percent) and the RCLF (8.8 percent) availability rates. Hispanics also are represented in the Department's workforce at a rate significantly above the Government-wide rate of 8.1 percent.

EMPLOYEES WITH TARGETED DISABILITIES

According to OPM's *Report on the Employment of Individuals with Disabilities in the Federal Executive Branch for FY 2014*¹⁴, Treasury continues to be one of the top three cabinet level agencies for the participation rate of employees with targeted disabilities. Additionally, Treasury is among the top three agencies for the percentage of hires of persons with disabilities, including targeted disabilities, as well as the top agency in Schedule A new hires in FY 2014.

In FY 2015, each Treasury bureau continued to maintain the hiring goals that 10 percent of all new hires would be persons with disabilities including a 2 percent sub-goal for people with targeted disabilities. While the Department experienced a slight decrease for new permanent hires of persons with targeted disabilities (PWTD) from 1.66 percent in FY 2014 to 1.51 percent in FY 2015, the Department increased its new permanent

¹² FY 2014 is the most current Hispanic report available from OPM

¹³ OPM reported Treasury's FY 2014 participation rate for permanent Hispanics employees as being 9.6 percent. However, Treasury's participation rate of permanent Hispanic employees was 10.8 percent. We note that the difference is the result of OPM excluding IRS' permanent seasonal employees.

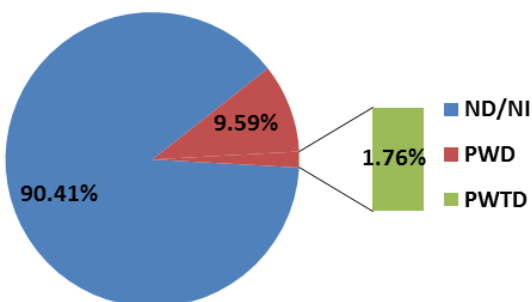
¹⁴ FY 2015 data is not available at this time.

Office of Civil Rights and Diversity

hires of persons with disabilities (PWD) from 10.87 percent in FY 2014 to 11.42 percent in FY 2015. We are also pleased to note that three Treasury bureaus exceeded the overall goal that 2 percent of all new hires be PWTD: Alcohol and Tobacco Tax and Trade Bureau (6.25 percent), Financial Crimes Enforcement Network (3.33 percent), and Internal Revenue Service Chief Counsel (3.08 percent).

Although the Department's overall number of permanent employees with targeted disabilities decreased from 1,805 in FY 2014 to 1,743 in FY 2015, the total size of Treasury's permanent workforce also decreased from 103,821 to 99,251. As a result the Department's overall participation rate of permanent employees with targeted disabilities increased slightly, from 1.74 percent in FY 2014 to 1.76 percent in FY 2015.

FY 2015 Participation Rate for PWTD



FY 2015 Annual Report

FY 2015 Disability Participation Rates By Bureau (Permanent)

Bureau	TOTAL	PWD #	PWD %	PWTD #	PWTD %
BEP	1,763	128	7.26%	11	0.62%
BFS	3,378	429	12.70%	48	1.42%
DO	1,732	94	5.43%	11	0.64%
FinCEN	269	25	9.29%	4	1.49%
IRS	83,038	8,180	9.85%	1,595	1.92%
IRS-CC	2,080	137	6.59%	32	1.54%
Mint	1,633	209	12.80%	19	1.16%
OCC	3,819	213	5.58%	15	0.39%
OIG	157	9	5.73%	2	1.27%
SIGT	136	9	6.62%	0	0.00%
TIGTA	784	40	5.10%	2	0.26%
TTB	462	47	10.17%	4	0.87%
TOTAL	99,251	9,520	9.59%	1,743	1.76%

Additionally, in July 28, 2015 the Department issued a memorandum encouraging all bureaus to "Become a Champion" by hiring veterans and people with disabilities in high visibility positions. OCRD developed a team, which works closely with managers and other key personnel (Veteran Employment Representative, Disability Program Manager, and Selective Placement Coordinator) to make this initiative a success. As a result, the Veterans and Disability Program Manager launched the Become a Champion Initiative by instituting the Coaching Our Managers to Be Champions Roadshow in September 2015. On the Roadshow, the team encourages hiring managers to become champions through mini-seminar(s) that highlights the many benefits of hiring veterans and people with disabilities, including utilizing the non-competitive hire request process for veterans and Schedule A candidates.

In addition, Disability Dashboards are provided quarterly to assist the HCAC and the Department's leadership with monitoring the bureaus' progress in meeting their hiring goals. OCRD also includes a Disability Awareness section in its quarterly newsletter. Through the newsletter and other sources, the Department ensures that hiring managers are informed of and encouraged to use various resources that provide assistance with the employment of qualified people with disabilities, e.g., OPM's Bender Consulting Services, the Division of Rehabilitation Services (DORS) and State Vocational Rehabilitation Agencies.

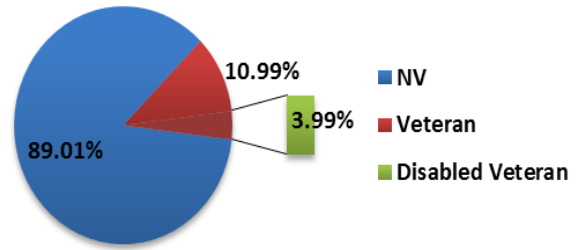
Veterans at Treasury

Treasury is committed to achieving a workforce that includes those who have served in the defense of our country. In FY 2015, each bureau had an assigned Veteran Employment Representative (VER) to work with the Treasury Veterans Employment Program Office (VEPO) to support the recruitment, hiring and retention of veteran employees. In addition, Treasury filled two detail opportunities at the Department level to assist the VEPO, further expanding and improving services to veteran candidates, veteran employees, and hiring officials.

While the Office of Personnel Management (OPM) did not establish veterans hiring or retention goals in FY 2015, Treasury set its own numerical goals based on OPM's End of Year Group Results by agency size (20k-100k). As a result, Treasury increased its numerical goals to 15 percent for veterans in the workforce, 16 percent veteran new hires, and 7 percent of disabled veteran new hires. Although meeting all performance elements was challenging, Treasury maintained its participation rate of total veterans (10.99 percent) in FY 2015. Of the 10.99 percent of total veterans in the

workforce, 3.99 percent are disabled veterans. While the Department did not meet its goal of 16 percent total veteran new hires (12.71 percent); however, the total disabled veteran new hire goal was met at 6.88 percent.

FY 2015 Veteran/Disabled Veterans in the Workforce



The Department continued to take full advantage of special hiring authorities designed to reduce the processing time to non-competitively hire qualified disabled veterans. Department managers and selecting officials are encouraged to fill positions utilizing the special appointment authorities available for veterans, including veterans with 30 percent or more disability. Information regarding these authorities is available through the Department's Human Resources intranet site is relayed to employees at various training opportunities (such as disability and new manager orientation training) and is posted on job vacancies.

In FY 2015, the Treasury Veterans Employment Program Office launched the first Veterans Employment Program (VEP) website on the intranet, a one-stop shop resource site on veterans' employment information for VERs, human resources personnel, hiring officials, and veteran employees. Through the VEP site, all hiring officials across Treasury have access to guidance on special appointment authorities available for veterans, including veterans

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with 30 percent or more disability and provided tools to assist with managing and developing veteran and disabled veterans in the workforce. As a result of these efforts, 12.60 percent of the Department's new hires in FY15 were appointed through a veteran's preference hiring authority; 6.31 percent of all new hires were disabled veterans of which 4.31 percent were veterans with a 30 percent or more disability.

The employment of veterans and disabled veterans within the Department continues to be a focus of the Human Capital Advisory Council (HCAC). As a result, a Veterans Dashboard is provided quarterly to assist the HCAC and the Department's leadership with monitoring the bureaus' progress in meeting veteran performance goals. Veteran employment performance goals are monitored at the Department's level as well.

In addition, OCRD includes a Veteran Awareness section in its quarterly newsletter. Through the newsletters and other sources, the Department ensures hiring managers, supervisors, and human resources personnel are informed of their roles and responsibilities to hire and advance veterans, including veterans with disabilities. A Veterans Focus Newsletter is issued on a quarterly basis as an information sharing program to increase retention of veterans. Further, the newsletter is shared with veteran clients as a recruitment tool with information on federal employment opportunities and a resource toolbox for hiring officials.

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FY 2015 Veteran Hires By Bureaus

	# Veteran Hires	% of Veteran Hires	# Disabled Veteran Hires	% Disabled Veteran Hires
BEP	63	46.67%	28	20.74%
BFS	108	31.12%	71	20.46%
DO	44	12.72%	20	5.78%
FINCEN	9	26.47%	5	14.71%
IRS	413	8.91%	218	4.7%
IRS-CC	23	25.27%	10	10.99%
MINT	75	41.9%	48	26.82%
OCC	28	9.36%	13	4.35%
OIG	5	25.00%	2	10.00%
SIGT	4	14.29%	2	7.14%
TIGTA	8	13.33%	4	6.67%
TTB	7	43.75%	5	31.25%
TOTAL	787	12.71%	426	6.88%

In accordance with Executive Order 13518, *Employment of Veterans in the Federal Government*, the Department and its bureaus provided annual mandatory Veterans Training aimed at hiring managers (98 percent completion rate) and human resources personnel (94 percent completion rate), which discussed veterans' preferences and the availability of special veterans hiring authorities. Further, the Department continued to utilize the online Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA) training through the Treasury Learning Management System and the IRS Enterprise Learning Management System; Treasury had a 96 percent completion rate.

The Department of the Treasury and the Department of Veterans Affairs (VA) entered into a memorandum of understanding (MOU) in FY14 for the purpose of forming a cooperative and collaborative relationship to efficiently and effectively utilize the VA for Vets services

(rebranded as *Feds for Vets*) in order to increase the number of veterans employed at the Department. The MOU only covers veterans hired through the noncompetitive process, including the 30 percent or more disabled veteran, Veteran Recruitment Appointment, Schedule A Appointment, or Disabled Veteran Enrolled in a VA Training Program (38 U.S. Code, Chapter 31 Training). In FY 2015, the VA for Vets Resume Database ended the use of the database. As a result, Treasury increased the number of job opportunity announcements on the Feds for Vets website targeting veteran candidates.

As discussed under employees with targeted disabilities, in July 28, 2015 the Department issued a memorandum encouraging all bureaus to “Become a Champion” by hiring a veteran and persons with disabilities. As a result, the Veterans and Disability Program Manager launched the Become a Champion Initiative by instituting the Coaching Our Managers to Be Champions Roadshow in September 2015.

Treasury continued to use webinars to educate managers about the benefits of hiring veterans and the use of special hiring authorities. In July 2015, the Department partnered with the Department of Transportation (DOT) and U.S. Department of Energy (DOE) to host a joint Veterans Hiring Event for veterans and veterans with disabilities eligible for non-competitive appointments, allowing managers the opportunity to conduct interviews for on-the-spot hiring. Prior to the event Treasury, hosted a live virtual webinar “How to Translate a Veteran Resume” for managers to enhance hiring officials’ ability to interpret military personnel resume. In addition, the recorded webinar was made available on the intranet for future training opportunities.

Accomplishments

The Department is proud of its accomplishments towards maintaining a model EEO program in FY 2015. The accomplishments below outline our many successes throughout the reporting period:

- Issued the Secretary’s annual EEO Policy.
- Completed the transition of the Treasury Complaint Center from the IRS to OCRD.
- Completed the transition of OCRD’s complaint management system from IRS to Micro Pact.
- Required bureaus to maintain Diversity and Inclusion Plans and conducted reviews to ensure bureaus were meeting requirements outlined in the Department’s Diversity and Inclusion Plan.
- Hosted 335 interns Department-wide through various paid and non-paid diversity internship programs, universities and colleges.
- Conducted quarterly data integrity reviews of Treasury/bureau workforce data to ensure accuracy.
- Published quarterly EEO newsletters which provided Treasury’s EEO practitioners, managers and supervisors, as well as employees, with information on relevant complaint issues, workforce statistics and important upcoming agency events/ activities.
- Distributed quarterly Treasury-wide dashboards to keep Bureau Heads and other Treasury leaders current

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on the state of Treasury's workforce and progress in meeting the established FY 2015 disability and veteran hiring goals. (Dashboards are included in Section III of the Treasury MD-715 report.)

- As part of the Department's Strategic Diversity and Inclusion Plan, provided the ASM and Deputy Secretary with quarterly diversity performance slides through STAT sessions.
- Conducted the FY 2015 Dispute Prevention Month designed to increase focus on resolution of complaints.
- Recognized as a leader in promoting equal employment opportunity and diversity on the FY 2015 Best of the Best lists of Top Government & Law Enforcement Agencies by Hispanic Network Magazine, Black EOE Journal and the U.S. Veterans Magazine.
- Issued four informative quarterly Veterans newsletter.
- Disability Program Manager coordinated with Veterans Program Manager to share and disseminate resumes of qualified candidates with disabilities to hiring managers.
- Partnered with the Department of Transportation (DOT) and U.S. Department of Energy (DOE) to host a joint Veterans Hiring Event for veterans and veterans with disabilities eligible for non-competitive appointments, allowing managers the opportunity to conduct interviews for on-the-spot hiring.

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- Implemented the "Be a Champion" initiative to encourage managers to hire veterans and people with disabilities in high visibility positions. OCRD developed a team to work closely with managers and other key players (Veteran Employment Representative, Disability Program Manager, and Selective Placement Coordinator) to make this initiative a success. The OCRD team also conducted a "Roadshow", where hiring managers Treasury-wide are coached on becoming a champion.
- Established a Treasury-wide Veterans Employee Resource Group (ERG) that supports professional development, group mentoring, training, and retention of veteran employees.
- Developed two commemorative webpage; one to bring awareness to Veterans Day and the second to bring awareness to National Disability Employment Awareness Month.
- Issued two internal blogs educating the workforce on veteran employment initiatives.
- Issued an external blog highlighting the U.S. Mint and BEP's veteran employment initiatives; blog was picked up by media outlets whereby the Treasurer of the United States was interviewed on the accomplishments at the bureaus and efforts mentioned in the blog were highlighted in the Federal Times.
- Published two NPRM for rules implementing Title VI of the Civil

Rights Act of 1964, and the Age Discrimination Act of 1975.

- Conducted compliance reviews of a Taxpayer Assistance Centers in the Midwest. OCRD visited 13 TACs in Kentucky, Indiana, and Minnesota.
- Conducted Disability Etiquette training for Treasury employees.
- Published the updated Treasury Language Access Plan in the Treasury OCRD Public Website.

Workforce Diversity:

- Initiated a Treasury-wide barrier analysis on the distribution of women and minorities in the Senior Executive Service.
- Updated the Treasury and bureau specific RCLF's which provide more realistic benchmark comparators based on overall occupational workforce composition at Treasury and within each of its bureaus.
- Increased the participation rate for Hispanics from 10.7 percent in FY 2014 to 10.8 percent in FY 2015, which exceed both the CLF (9.9 percent) and RCLF (8.8 percent) availability rates.
- Increased the participation rate for women at the GS-13 through GS-15 grade level; rate increased by 3.8 percent, from 45.1 percent in FY 2005 to 48.9 percent in FY 2015. At the SES level, the participation rate for women increased by 8 percent, from 32.8 percent in FY 2005 to 40.7 percent in FY 2015.

- Increased the participation rate for non-Whites in the GS-13 through GS-15 grades by 9 percent, from 26.9 percent in FY 2005 to 35.4 percent in FY 2015. At the SES level, the participation rate for non-Whites increased by 3.3 percent, from 18.1 percent in FY 2005 to 21.4 percent in FY 2015.
- Exceeded the Department's goal that 10 percent of all new permanent hires be PWD (11.42 percent).
- Continued to hold one of the highest participation rates for persons with targeted disabilities (1.76 percent compared to the Federal goal of 2 percent) among cabinet level agencies.
- Maintained its participation rate of total veterans (10.99 percent) in FY 2015. Of the 10.99 percent of total veterans in the workforce, 3.99 percent are disabled veterans.
- The Department did not meet its goal of 16 percent total veteran new hires (12.71 percent) in FY 2015; but came close to meeting its goal of 7 percent total disabled veteran new hire goal (6.88 percent).

Planned Activities/Conclusion

The Office of Civil Rights and Diversity's FY 2015 MD-715 Report outlines our successes in our equal opportunity programs and activities. The Department of Treasury is proud of its accomplishments in the areas of attracting and retaining an increasingly diverse workforce. However, we realize there is still much to be done to increase workforce diversity, specifically in senior pay levels and feeder groups and to improve the hiring and promotion rates of

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individuals with targeted disabilities. Therefore, as we move forward into the next fiscal year, we will maintain our focus on developing plans to ensure we have the broadest group of diverse, well-qualified talent from which to recruit.

OCRCD's FY 2016 planned activities include the following:

- Finalize the Treasury-wide barrier analysis started in FY 2015 on the distribution of women and minorities in the Senior Executive Service.
- Revise Treasury's Strategic Diversity and Inclusion plan in FY 2016, upon release of OPM's government-wide plan (expected to be released in January 2016).
- Continue to monitor the bureau plans to identify the existence of barriers to the employment of any group and strategies to eliminate any barriers that are uncovered.
- Continue to closely monitor the Treasury Complaint Management System to ensure continued improvement in the timely production of Final Agency Decisions and EEO investigations.
- Monitor bureau progress in correcting deficiencies noted in the FY 2015 MD-715 report.
- Provide each bureau an assessment on its FY 2015 MD-715 report submissions. The assessment will identify bureau best practices and identify program areas where the bureau needs to provide more attention, and provide

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recommendations on future barrier analysis.

- Continue to ensure compliance with Executive Order 13548 by monitoring bureau plans to reach the goal of 10 percent participation rate of PWD and a sub-goal of 2 percent for PWTD and require bureaus to recommit to the goal that 2 percent of all new hires in FY 2016 are PWTD.
- Continue to ensure compliance with Executive Order 13518 by monitoring bureau plans to recruit, employ, and retain veterans and disabled veterans.
- Through collaboration between the Disability Program Manager and the Veteran Employment Program Manager, identify funding to implement a Treasury-wide resume database to assist bureaus with identifying the resumes of qualified veterans and persons with disabilities to fill their vacancies.
- Host quarterly Special Emphasis Program Managers and Veterans Employment Representatives meetings to share best practices and planned initiatives.
- Develop automated veteran workforce data reports that establish and maintain effective veteran hiring initiatives.
- Continue collaboration between the Disability Program Manager and the Veteran Employment Program Manager to provide hiring managers with resumes of qualified Schedule A and Veteran applicants.

- Host monthly Veterans Employment Steering Committee (VESC) meetings to provide ongoing feedback on veteran employment performance metrics and best practices for veteran initiatives.
- Monitor the retention rate of veterans and disabled veterans after one year and three years on board.
- Issue a final rule for the rules implementing Title VI of the Civil Rights Act of 1964 and the Age Discrimination Act of 1975.
- Issue the compliance review report of the Taxpayer Assistance Centers.
- Begin the execution of the Title VI Implementation Plan.
- Continue the Title VI Working Group.

**Appendix A:
Department of the Treasury
FY 2015
4th Quarter Diversity
Dashboards**

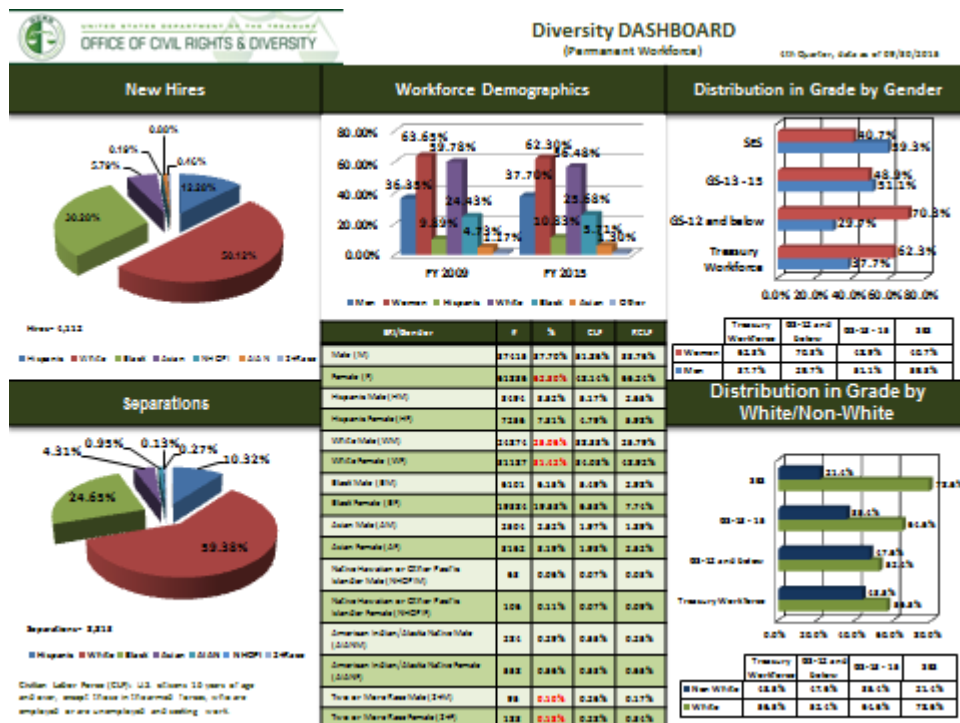


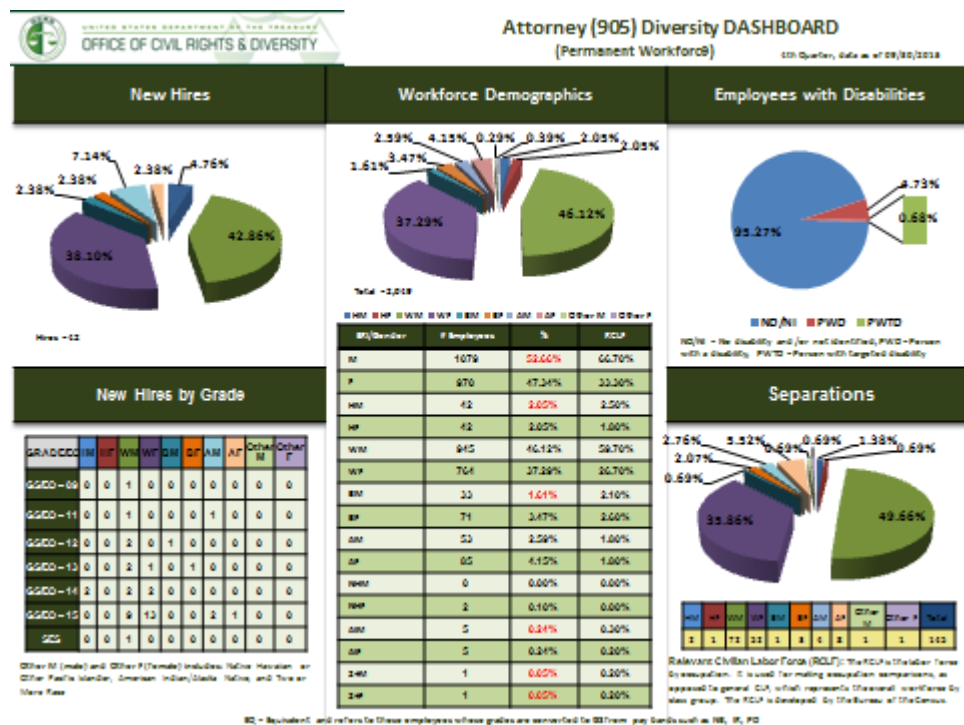
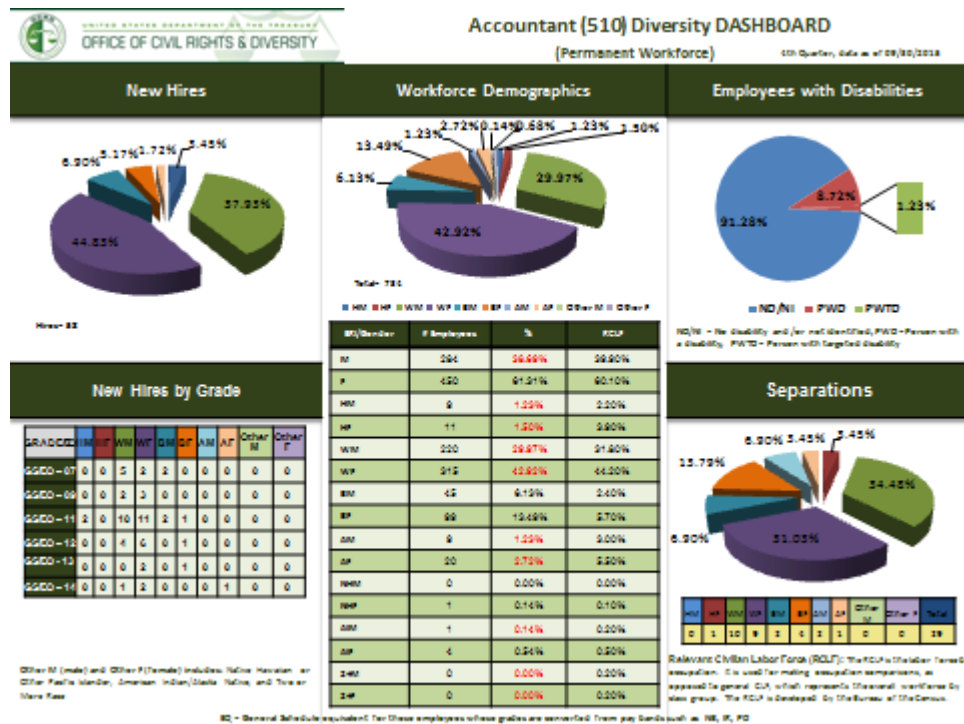
UNITED STATES DEPARTMENT OF THE TREASURY
OFFICE OF CIVIL RIGHTS & DIVERSITY

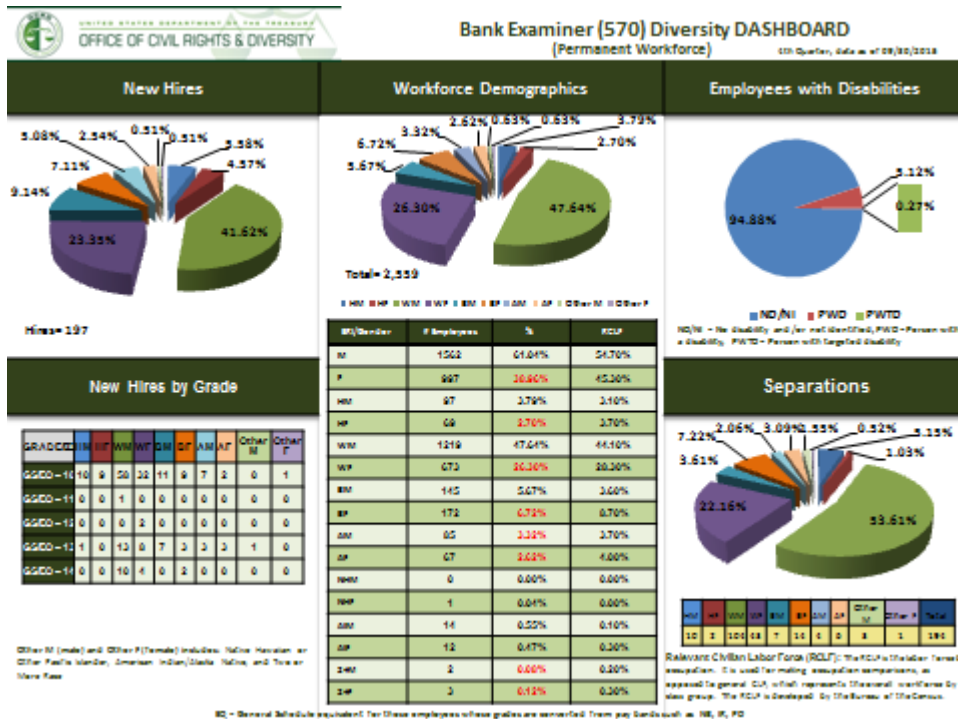
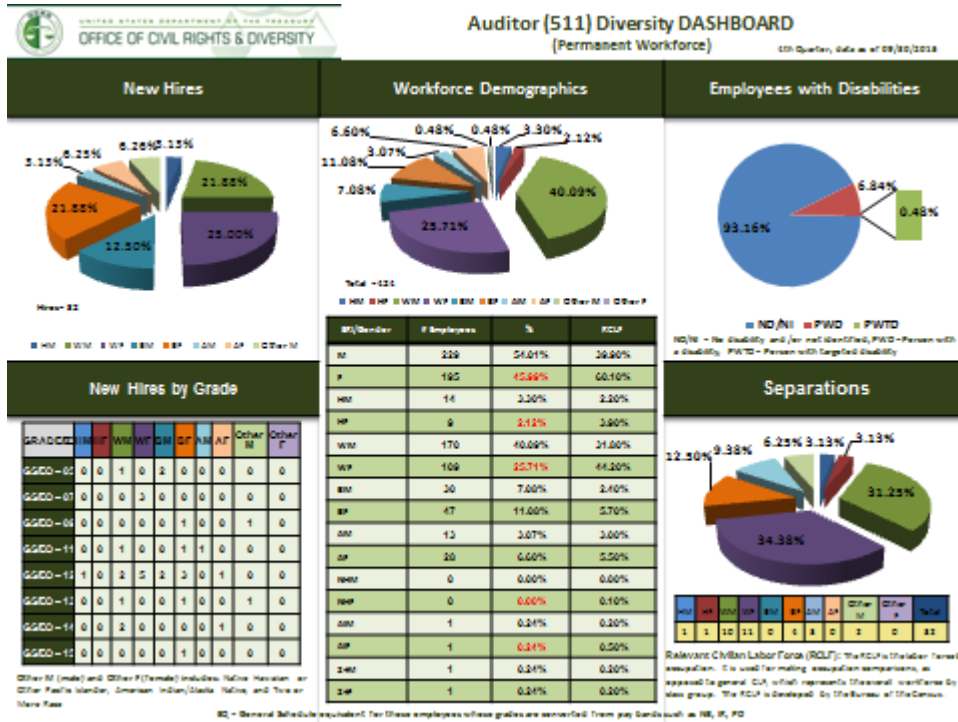
Treasury Fourth Quarter FY 2015 Diversity Dashboards

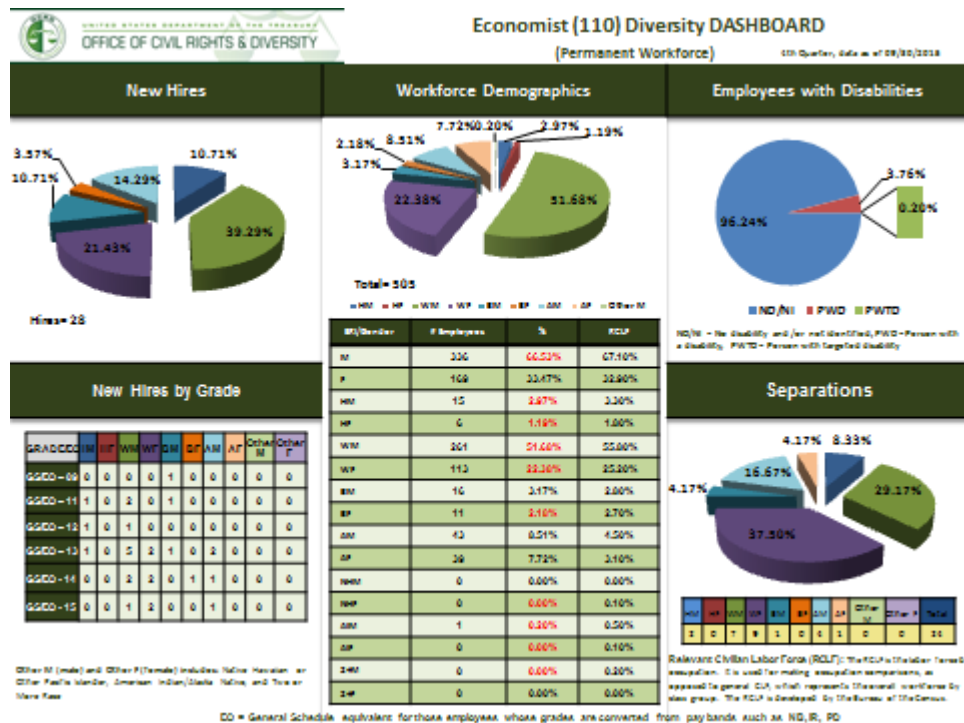
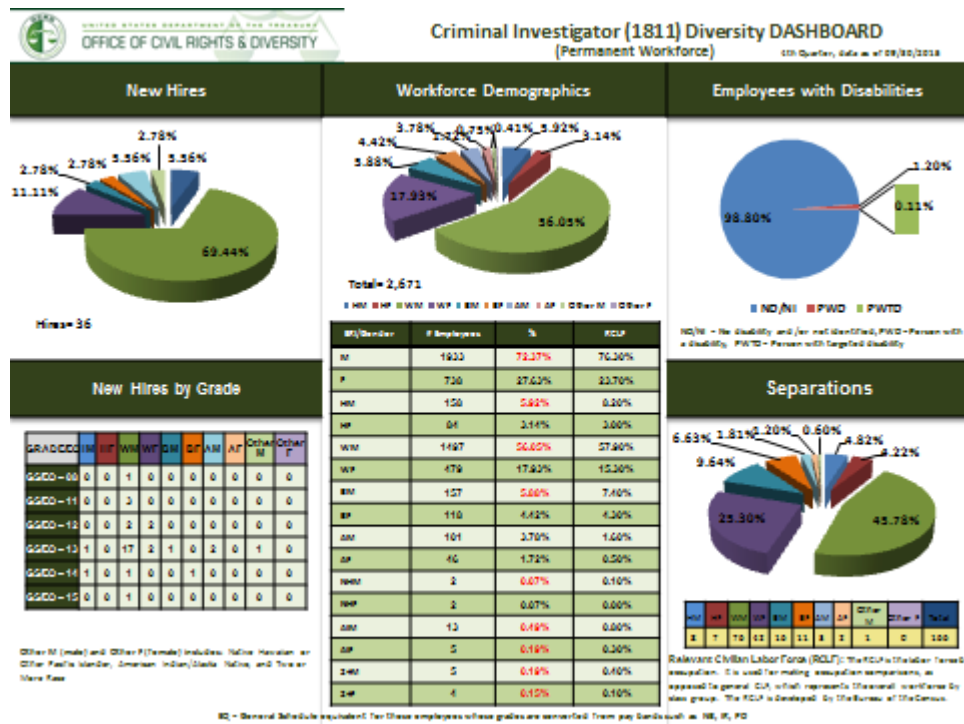
Quarterly Dashboards reflect a diversity profile snapshot for the permanent workforce from October 1, 2014 through September 30, 2015. The Diversity profile snapshot reflects permanent workforce participation rates by gender, ethnicity and race distribution in the General Schedule Grades (and equivalent), hires, separations, disability status, and major occupations. Data provided by HR Connect Workforce Analytics as of pay period 19, September 30, 2015.

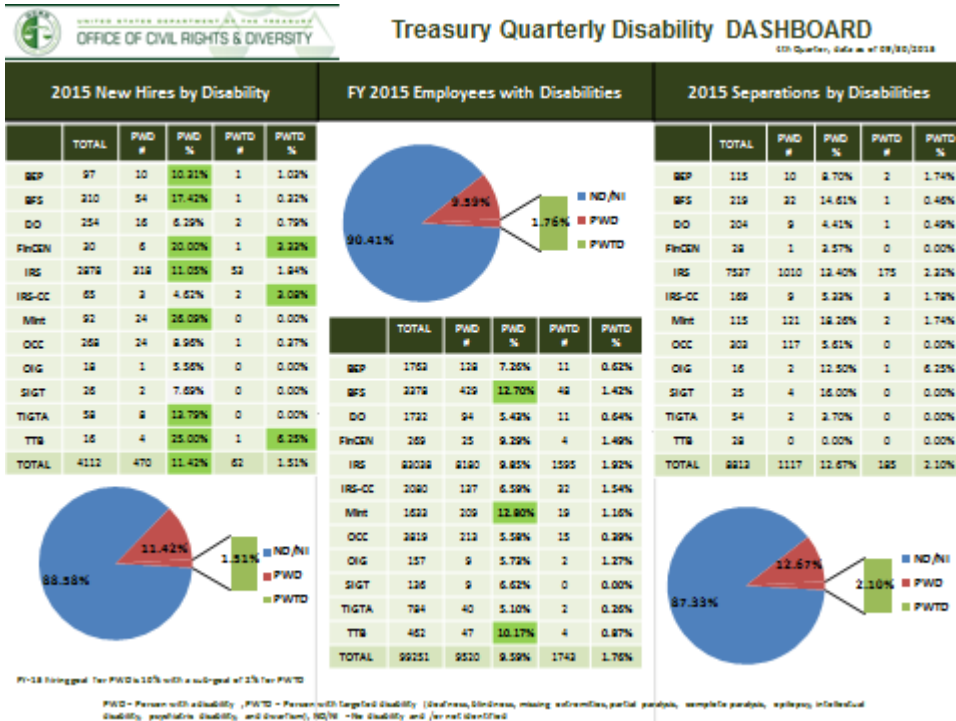
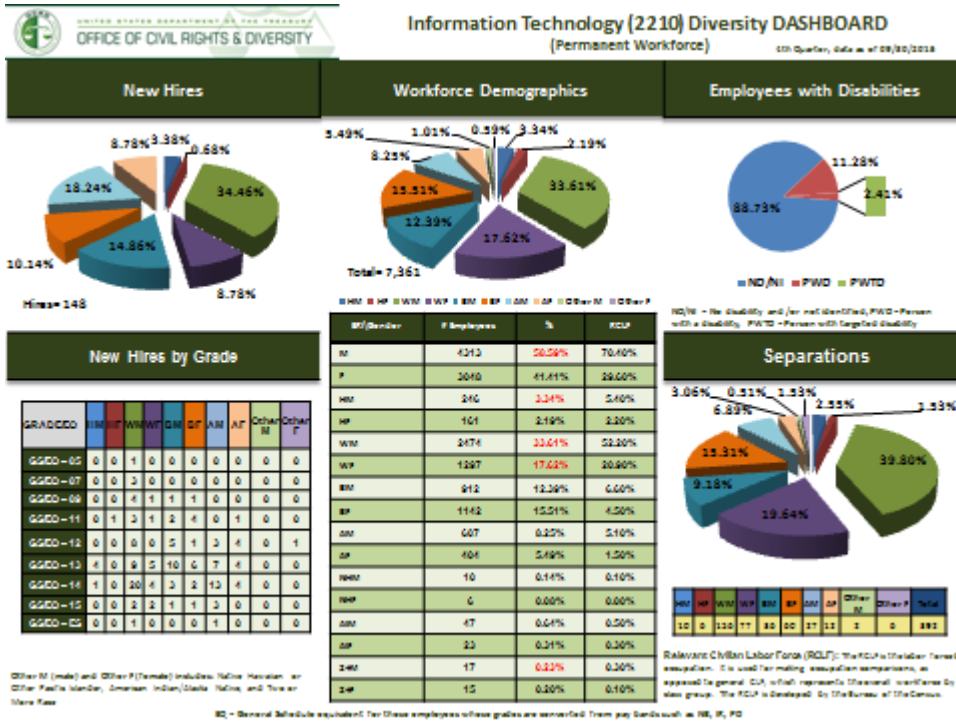
Veterans data reflects a profile snapshot for total workforce from October 1, 2014 through September 30, 2015 and reflects onboard totals and new hires based on veteran status. Data provided by HR Connect Workforce Analytics as of pay period 19, September 30, 2015













Treasury Quarterly Veteran DASHBOARD

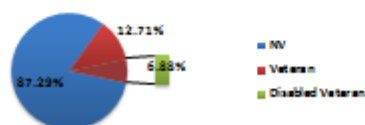
Q3 Quarterly Data as of 09/30/2018

FY 2015 Veteran/Disabled New Veteran Hires

FY 2015 Veteran/Disabled Veteran in the Workforce

	Total Hires	# V Hires	FY15 Goal	% of V Hires	# DV Hires	FY15 Goal	% DV Hires
BEP	135	63	53.00%	46.67%	28	13.00%	20.74%
BFS	347	108	37.00%	31.12%	71	7.00%	20.46%
DO	346	44	17.00%	12.72%	20	7.00%	5.78%
FINCEN	34	9	19.00%	26.47%	5	7.00%	14.71%
IRS	4,637	413	16.00%	8.91%	218	7.00%	4.7%
IRS-CC	91	23	27.00%	25.27%	10	7.00%	10.99%
MINT	179	75	40.00%	41.9%	48	13.00%	26.82%
OCC	299	28	16.00%	9.36%	13	7.00%	4.35%
ONIG	20	5	38.00%	25.00%	2	7.00%	10.00%
SIGT	28	4	16.00%	14.29%	2	7.00%	7.14%
TIGTA	60	8	32.00%	13.33%	4	7.00%	6.67%
TTB	16	7	57.00%	43.75%	5	9.00%	31.25%
Treasury	6,192	787	16.00%	12.71%	426	7.00%	6.88%

Veteran Hires



	Total WF	# Vets in WF	FY15 Goal	% Vets in WF	# DV in WF	FY15 Goal	% DV in WF
BEP	1,815	551	29.00%	30.36%	191	10.52%	10.52%
BFS	3,414	654	18.00%	19.16%	309	9.05%	9.05%
DO	2,032	275	15.00%	13.53%	112	5.51%	5.51%
FINCEN	279	50	18.00%	17.92%	21	7.53%	7.53%
IRS	83,703	8,134	15.00%	9.72%	2,859	3.42%	3.42%
IRS-CC	2,110	195	15.00%	9.24%	75	3.55%	3.55%
MINT	1,711	612	36.00%	35.77%	239	13.97%	13.97%
OCC	3,848	283	15.00%	7.35%	98	2.55%	2.55%
ONIG	161	34	21.00%	21.12%	17	10.56%	10.56%
SIGT	148	23	15.00%	15.54%	5	3.38%	3.38%
TIGTA	786	131	15.00%	16.67%	36	4.58%	4.58%
TTB	462	96	19.00%	20.78%	42	9.09%	9.09%
Treasury	100,469	11,038	15.00%	10.99%	4,004	3.99%	3.99%

Veterans in the Workforce



V= Veteran, DV = Disabled Veteran and WF= Workforce. Veteran metrics includes all veterans (temp/per). Veteran/Disabled Veteran Hires excludes transfers (130, 132, 146, & 146). Bureaus have individual goals for veteran new hires, disabled veteran new hires, and veterans in the workforce.

Appendix B: Glossary

Glossary

The following definitions apply to Management Directive 715:

Applicant: A person who applies for employment.

Applicant Flow Data: Information reflecting characteristics of the pool of individuals applying for an employment opportunity.

Barrier: An agency policy, principle, practice, or condition that limits or tends to limit employment opportunities for members of a particular sex, race, or ethnic background or for an individual (or individuals) based on disability status.

Civilian Labor Force (CLF): Persons 16 years of age and over, except those in the armed forces, who are employed or are unemployed and seeking work.

Disability: For the purposes of statistics, recruitment and targeted goals, the number of employees in the work force who have indicated having a disability on an Office of Personnel Management Standard Form (SF) 256. For all other purpose, the definition contained in 29 C.F.R. § 1630.2 applies.

Employees: Members of agency's permanent or temporary work force, whether full or part-time and whether in competitive or excepted service positions.

Employment Decision: Any decision affecting the terms and conditions of an individual's employment, including but not limited to hiring, promotion, demotion, disciplinary action and termination.

Feeder Group or Pool: Occupational group(s) from which selections to a particular job are typically made.

Fiscal Year: The period from October 1 of one year to September 30 of the following year.

Goal: Under the Rehabilitation Act, an identifiable objective set by an agency to address or eliminate barriers to equal employment opportunity or to address the lingering effects of past discrimination.

Major Occupation: Agency occupations that are mission related and heavily populated, relative to other occupation within the agency.

Reasonable Accommodation: Generally, any modification or adjustment to the work environment, or to the manner or circumstances under which work is customarily performed, that enables an individual with a disability to perform the essential functions of a position or enjoy equal benefits and privileges of employment as are enjoyed by similarly situated individuals without a disability. For a more complete definition see 29 C.F.R. § 1630.2(o). Also see, EEOC Enforcement Guidance on

Reasonable Accommodation and Undue Hardship under the Americans with Disabilities Act, No 915.002 (October 17, 2002)

Relevant Civilian Labor Force (RCLF): The RCLF is the labor force by occupation. It is used for making occupation comparisons, as opposed to general CLF, which represents the overall work force by class group. The RCLF is developed by the Bureau of the Census. On their Website located at <http://www.census.gov/eeo2000/>, Census provides by class group data for every occupational category used in the census. The Census also provides a crosswalk identifying which census category should be used when comparing each Federal occupational series.

Section 501 Program: The affirmative program plan that each agency is required to maintain under 501 of the rehabilitation Act to provide individuals with disabilities adequate hiring, placement, and advancement.

Section 717 Program: The affirmative program of equal employment opportunity that each agency is required to maintain for all employees and applicants for employment under Section 717 of Title VII.

Special Recruitment Program: A program designed to monitor recruitment of, and track applications from, persons with targeted disabilities.

Targeted Disabilities: Disabilities that the Federal government, as a matter of policy, has identified for special emphasis in affirmative action programs. They are: deafness, blindness, missing extremities, partial paralysis, complete paralysis, epilepsy, severe intellectual disability, psychiatric disability, and dwarfism.

Trend Analysis: An aspect of technical analysis that tries to predict the future movement of something based on past data. Trend analysis is based on the idea that what has happened in the past gives us an idea of what will happen in the future.

Trigger: A condition which may cause a barrier analysis to be conducted under EEOC MD 715. In MD 715, EEOC requires agencies to prepare statistical tables representing various segments of employment data. The triggers alert the agency to possible barriers that may exist to equal employment opportunity.